

**Positive Acculturation Conditions and Work Related Outcomes: The
Mediating Role of Integration.**

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Preface A

This dissertation is submitted in an article format as prescribed in rules A.14.4.2, A13.7.3, A13.7.4 and A17.7.5 of the North West University. The dissertation is submitted in the form of one research article. The Harvard reference formatting Style is used to elaborate on literature, previous study results and future publication purposes with the Department of Organisational Development at the Potchefstroom Business School (PBS).

The page numbering of the dissertation is consecutive for the purpose of the study and qualification. Adjustments to the original document will be considered upon submission for publication in a well renowned journal in South Africa.

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Abstract

Multiculturalism has emerged to challenge liberalism as an ideological solution in coping with ethnic diversity. Inter-ethnic group contact amongst individuals of different cultures is defined as acculturation. Acculturation is an experience from different cultural encounters between employees and their work environments where organisational socialization is a prerequisite to becoming accustomed to different cultural conditions. Acculturation orientation is related to well-being and involves social identification techniques of a minority group within the workplace. Acculturation thus becomes a factor on which to focus when cultural differences are experienced by employees in an organisation of differing cultural values. For purposes of this particular study, the focus will be placed on integration as a mediating role in the relation between positive acculturation conditions and work outcomes. Intergroup relations and adaptation to host culture will be measured directly as per the responses from participants. For the purpose of this study, a quantitative approach is adopted by using a five point Likert scale questionnaire adapted from the model designed by Arends-Toth and Van de Vijver (2006). Predictors in the adapted model include mainstream multiculturalism factors (norms and practices), tolerance, ethnic integration demands and ethnic vitality and outcomes of acculturation, subjective work success, work commitment and job satisfaction. The results indicated that a workplace culture that promotes ethnic cultural maintenance of people from a diverse background coupled with encouragement to participate in the mainstream by ethnic members at home and at work would contribute to the experience of higher levels of subjective work success (Jackson, van de Vijver & Ali, submitted). *Multiculturalism practices* and *ethnic vitality* have indirect and significant effects on *psychological and socio cultural acculturation outcomes* (job satisfaction and organisational commitment as well as subjective experience of work success), while *multicultural norms* only have indirect and significant effects on *psychological acculturation outcomes* (job satisfaction and organisational commitment).

Key terms: Acculturation, work environments, social identification techniques, organisational culture, multiculturalism, ethnic integration, psychological and socio cultural outcomes

**CHAPTER 1:
RESEARCH PROPOSAL**

1.1 Introduction

Singh (2010) noted that South Africa is an upper-middle income country in terms of per capita income and has the most unequal distribution of income in the country despite its relative wealth. Castro and Martins (2010) reported that organisations, regardless of their size and structure, are facing more challenges relating to the human element issues in the workplace. Peeters and Oerlemans (2008) noted that many working environments are transformed into domains where a diversity of employee cultures interact and it is important to understand how cultural diversity relates to an organisation's work outcomes. Reported studies by Peeters and Oerlemans (2008) have indicated that cultural diversity in the work environment leads to innovation, enhanced creativity and decision making. Taylor and Finley (2010) indicated that when people understand the differences between cultures they are less likely to misunderstand each other as there is a need to identify the acculturation and assimilation practices.

Tadmor and Tetlock (2006) maintained that economic globalization brings a wider range of people from different cultures into both commercial and social interdependence. The exposure to different cultures can have positive and negative effects on the psychological functioning and the well-being of employees within an organisation. Manetje and Martins (2009) explained that the changes within an organisation affect aspects such as organisational commitment and culture. Luthans, Van Wyk, and Walumbwa, (2004) reported that companies had far more serious issues to contend with, such as the post-apartheid organisational culture and business dynamics such as heightened ethnic and language diversity that forms part of the multicultural human element of employees.

Peeters and Oerlemans (2009) explained that the workplace differs from society at large to the extent to which social relationships are voluntary and multicultural organisation employee interaction can be unsolicited. Ouarasse and van de Vijer (2004) indicated that the vast diversity normally triggers other adaptation strategies at group and individual levels. Acculturation thus becomes a factor on which to focus when cultural differences are experienced by employees in an organisation of differing cultural values. For purposes of this particular study, the focus will be placed on integration as a mediating role in the relation between positive acculturation conditions and work outcomes. Intergroup relations and adaptation to host culture will be measured directly as per the responses from participants.

Acculturation is experienced by different cultural encounters of employees and work environment where organizational socialization is a prerequisite to become accustomed to different cultural environments. Acculturation is defined as a complex, bidirectional and multidimensional process that involve the adopting of attitudes and behaviour of a host country or organization (Ea, Griffin, LePlattenier & Fitzpatrick, 2008). Acculturation is also defined by changes in the work values and as a cultural change from continuous first hand contact between two distinct cultural groups (Selmer & de Leon, 2002). An employee's acculturation orientation is related to well-being and involves social identification techniques of a minority group within an organisation. Individual employees learn the normative behaviours and values of an organisation and shape their personal work values in relation to their careers.

1.2 PROBLEM STATEMENT

South Africa has entered a phase of transition since 1994 with its first democratic election which also led to changes in various legislation within workplace. Changes precisely focused on human rights and cultural respect has compelled companies to change their organizational culture with the aim of accommodating all levels of individual cultures. Multiculturalism has emerged to challenge liberalism as an ideological solution to coping with ethnic diversity in the United States (Citrin, Sears, Muste & Wong, 2001). According to the multicultural hypothesis (Berry, 1977), confidence in one's cultural identity involves a sense of security which is a psychological precondition for the acceptance of those who are culturally different. Conversely, when people feel their cultural identity is threatened, they are likely to reject others from different cultures. Acculturation research and measures have also focused primarily on ethnic minorities and not focused on the overall acceptance of acculturation from both the minority and majority groups.

Organizational change towards acculturation research has neglected the human factors and focused mainly on organisational driven factors, which has resulted in failure of change programmes within organizations. Literature has shown that the development strategy of sustainable shared values and culture is normally supported by the vision and shared values which usually inspire and empower those who are involved and affected (Gill, 2003).

Taylor and Dori (2010) have defined three phases of acculturation that is experienced in an organisational culture diversity environment. These phases entail the initial contact, conflict and adaptation process that defines the acculturation mode preferred or adopted by workers. The researcher is of the opinion that there are a few concerning factors not addressed in change processes relating to multiculturalism and accommodating acculturation. For example, the human factors within organizations are usually not considered to be a priority when considering introducing changes as well as adapting to change within an organization. The concerning factors may describe the people+ orientated issues of tolerance and acculturation aspects such as multicultural (practices and multicultural norms) ethnic vitality, commitment and work success) that enable employees to deal with acculturation experiences.

1.3 OBJECTIVES OF THE STUDY

The present study addresses the acculturation experience of various individuals from diverse cultures in South Africa and the extent of progress achieved in the acculturation processes since 1994. Therefore, the objective of this research was to determine the mediating role of integration in the relation between positive acculturation conditions and well-being at work.

1.3.1 Primary objective

The primary objective was to investigate positive acculturation conditions in relation to outcomes such as job satisfaction, organisational commitment and subjective experiences of success at work.

1.3.2 Secondary objectives

- To determine the relation between multiculturalism, tolerance, ethnic vitality, integration, and acculturation outcomes such as job satisfaction, organisational commitment and subjective experiences of success at work.
- To determine the mediating role of ethnic integration in the relation between multiculturalism, tolerance, ethnic vitality, integration, and acculturation outcomes such as job satisfaction, organisational commitment and subjective experiences of success at work.

1.4 SCOPE OF THE STUDY

The scope of study was to investigate positive acculturation conditions, ethnic integration and acculturation outcomes such as job satisfaction, organisational commitment and subjective experiences of success at work amongst workers from various sectors in the South African economy. The findings of the study can be extrapolated and may apply to a wider population size of workers within South Africa.

1.5 RESEARCH METHOD

1.5.1 Phase 1: Theoretical study

The theoretical study focuses on the multicultural aspects and acculturation as antecedents of emotional perception amongst diverse individuals. The focus is on multiculturalism and integration strategies by reviewing research publications and articles from the University of the North West's Library Database of national and international accredited journals.

1.5.2 Phase 2: Empirical study

The empirical study involved a convenient sample of employees, from the economic workforce of organisations in South Africa. This section of the study focuses on the research design, study participants, data measuring battery and statistical data analysis.

1.6 RESEARCH DESIGN

The aim of the research design is to explain the approach the research will follow. The research design used is classified as quantitative research. Welman, Kruger and Mitchell (2005) described quantitative research as an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of naturally occurring phenomena in the social world. The specific methods that were used included the distribution of questionnaires to gather information. Survey questionnaires were distributed to conveniently selected employees in various sectors of the workplace. Permission was acquired through formal verbal requests to line managers. In this verbal request the purpose of the research and the advantages of the research was explained. The participants were

selected with the help of their line managers or supervisors. Participants were given two days to complete the questionnaires and completed questionnaires were collected by the researcher.

1.6.1 Participants

Participants were selected via a convenient sample from different sectors in the workplace in South Africa. The usefulness of this sampling technique is that it allows one to gather basic data and trends. It is also very useful in identifying relationships among different phenomena. The participants were conveniently selected amongst the operational workers and middle management.

1.6.2 Measuring instrument

The questionnaire employed measuring instruments from a reputable socio cultural context and psychometric properties developed and adapted by Ait Quarasse and Van de Vijver (2004). Changes were made to the original version by replacing the Moroccan and Dutch groups with ethnic and cultural groups relevant to the South African context. A questionnaire in the format of a five-point Likert scale included definitions of all acculturation variables and response categories ranged from strongly disagree (1) to strongly agree (5).

Mainstream domain instruments

- *Multicultural norms* . For the purpose of the study an adaptation of the model developed by researchers Ait Quarasse and Van de Vijver (2004) was used. This model measures the participant's multiculturalism values and attitudes on a thirteen item measurement scale which defines the participant's experiences of his or her co-workers' attitudes, cultural diversity acceptance, racial integration and equality within the workplace. Some of the items on the scale include, "I think most of my co-workers from other cultures are most welcoming people" and "I think that most of my co-workers from other cultures appreciate the cultural diversity in our organization".
- *Multicultural practices* – This domain measured the behaviour of actual multiculturalism and the occurrence of multicultural practices within an organisation. The scale includes items

such as, %My co-workers generally show respect for other cultures in our organization+, %My workplace allows me to express my religious values+, and %Our organisation respects the cultures of all employees+.

- *Mainstream tolerance* – This scale is an eight-item measure adapted from Ait Quarasse and Van de Vijver (2004). This scale evaluates the participants' perceptions of co-workers and attitudes to minority ethnic groups within the workplace and their general acceptance of cultural diversity and minority group activity. Sample items include %I think that most of my co-workers accept the fact that we have different cultures+, and %I think that most of my co-workers accept the fact that we have different cultural practices+.
- *Mainstream Ethnic vitality* – Ethnic vitality is a six item scale adapted from Ait Ouarasse and Van de Vijver (2004) which measures organisational institution sources of support and educational resources for acculturation processes taking place. Items like, %The cafe caters for my cultural food in our organization+, and %Social functions at work make provision for my cultural customs and habits (e.g. music, food, etc)+, are included in the scale.

Antecedent: Acculturation conditions

- *Individual integration demands at work* . This scale was adapted from the originally discussed model to incorporate 12 items which measure acculturation of members from the same cultural group within their organization. Items are formulated as positively phrased statements. Sample items include, %Most members of my cultural group want me to show my cultural values and respect to those of others+, %My cultural group wants to partake in group tasks with members of other cultural groups+, and %My cultural group members are willing to participate in activities with other cultures in the workplace+.
- *Ethnic integration demands* . This scale measures the intended responses from employees regarding their attitudes towards integration which involves adaptation and adoption of the dominant culture while not relinquishing their own. Sample items include, %I prefer social contact and interaction with members of ALL South African groups irrespective of race or ethnicity as well as with members of my own ethnic group+, and %I want to maintain my own culture as well as seek contact and participate in the mainstream culture+.

Psychological and socio-cultural acculturation outcomes

- *Psychological outcome: The Minnesota Job satisfaction short form - The Minnesota Satisfaction Questionnaire (MSQ)* – A short form developed by Weiss, Dawis, England and Lofquist (1967) was used in the present study. The acceptable limit of consistency is set at 0.90. The MSQ was used to assess the participants' intrinsic and extrinsic satisfaction with their jobs. Sample items measured by the MSQ include, 'The way my job provides for steady employment+', 'The chances for advancement on the job+', 'The praise I get for doing a job+' and 'The way my boss handles his / her workers+'.
- *Psychological outcome: Organisational commitment* - This eight item scale was developed for the study to measure an individual's commitment to his / her current workplace. Factors included the feelings of individuals and incorporated items such as, 'I am committed to this organisation+', 'I am prepared to take on more responsibility or tasks not in my job description+' and 'I feel it is worthwhile to work hard for this organisation+'.
- *Socio cultural acculturation outcome: Work success* . This fourteen scale item measurement model was developed by Ait Quarasse and Van de Vijver (2004). The scale measures the socio cultural outcomes and includes an individual's capability and feelings towards work and fellow workers. Punctuality, status, recognition at work and task completion are measured by items such as 'I do my work exactly as instructed by my supervisor+', 'I experience personal/professional development in our organization+' and 'I always meet deadlines in my work+'.

1.6.3 Statistical analysis

The statistical analysis was completed with the help of the SPSS-programme (SPSS Inc., 2003). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) were used to scrutinize data. Cronbach alpha coefficients were used to determine the internal consistency, homogeneity and uni-dimensionality of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the variance proportion of the items on a scale in terms of total variance explained by that particular scale. Exploratory factor analyses were carried out to determine construct validity of the measuring instruments. Pearson product-moment correlation coefficients were used to specify the

relationships between the variables in terms of statistical significance; with the confidence level set at 95% ($p < 0.05$). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. A cut-off point of 0,30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients. To investigate the mediating role of ethnic separation in the relations between adverse mainstream conditions and well-being, structural equation modeling (SEM) was performed using AMOS 18 (Arbuckle 2010).

1.7 CHAPTER DIVISION

The chapters in the Mini dissertation will be presented in an article format as follows:

1.7.1 Chapter 1: Introduction, problem statement and research proposal.

1.7.2 Chapter 2: Research article

This chapter includes extensive literature study reviews on multiculturalism, acculturation and related subject matters that have an effect on employee experience, job satisfaction and commitment at work. The positive acculturation conditions and work related outcomes, particularly pertaining to the mediating role of integration, are presented as an empirical study. The statistical analysis, results and discussion are explicated in detail.

1.7.3 Chapter 3 – Conclusion, recommendation and limitation

This chapter provides insights and an overview of the overall study with possible suggestions for improvements and possible obstacles to avoid when considering future studies.

CHAPTER 2: LITERATURE STUDY

POSITIVE ACCULTURATION CONDITIONS AND WORK RELATED OUTCOMES: THE MEDIATING ROLE OF INTEGRATION.

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ABSTRACT

The South African society consists of diverse ethnic, religious and cultural groups with slow progress manifested in becoming a multicultural society. The South African Government developed labour legislation and policies suited for multiculturalism that is aimed at enhancing the acceptance of cultural diversity and multiculturalism within the workplace. Acculturation refers to the process when a group of individuals from a different culture is exposed to the original cultural society or group. Very little research has been reported on the effects of multiculturalism within the South African workplace. This study sought to establish the mediating role in the relation between multiculturalism and positive adjustment at work as measured by job satisfaction, organisational commitment and subjective experiences of work success. The research design used was classified as quantitative research involving survey questionnaires adapted from the Ait Quarasse and Van de Vijver's (2004) original version to gather information. A sample of 327 (N=327) employees was recruited from various sectors of the workplace with permission acquired through formal verbal requests from their line managers. The verbal request explained the purpose of the research and the advantages of participation. The results provided descriptive statistics in respect of the factors/variables that were measured, the correlation between positive acculturation conditions or characteristics, mediating variables and well-being work variables, as well as the mediating role of ethnic integration in the relation between the antecedents in the study. The results indicated that the Alpha coefficients measured were relatively close to or above 0.7, indicating that the survey was reliable. The overall results demonstrated that the mainstream mediators and

antecedents had a positive relation to the psychological and social outcomes measured in the study.

Key terms: Multicultural society, cultural diversity, multiculturalism, job satisfaction, organisational commitment, work success, wellbeing, ethnic integration, mainstream mediators, antecedents.

2.1 INTRODUCTION

The South African society consists of diverse ethnic and cultural groups with a slow progress rate in becoming a multicultural society (Bekker & Leilde, 2003). The fundamental goal of the South African Constitution is to create a democratic society where individuals from all races and cultures live in a non-sexist, non-racial and non-discriminatory environment. The Constitution in South Africa has also aimed at enhancing human rights, transformation and labour relations since the country's first democratic election in 1994. This goal was followed by improvement and review of legislation and constitutional Acts to form new and non-discriminatory guidelines known as the Labour Relations Act 66 of 1995, the Employment Equity Act No 55 of 1998 and the draft issue of the Basic Conditions of Employment Bill 1997. The promulgation of these Acts resulted in the increased exposure of multiculturalism in the workplace. In their research Bekker and Leilde (2003) questioned whether the South African Government had effectively developed a policy to accommodate the progression of multiculturalism and whether the policy had been effective since the democratic transition. This study sought to establish the mediating role in the relation between multiculturalism and positive adjustment at work as measured by job satisfaction, organisational commitment and subjective experiences of work success.

2.2 THEORETICAL FRAMEWORK

2.2.1 Acculturation

Arends-Toth and Van de Vijver (2004) described acculturation as a process of cultural change between individuals of different cultural backgrounds that come into continuous, prolonged, firsthand contact with each other. Navas, Garcia, Sanchez, Rojas, Pumares, and Fernandez (2005) indicated that acculturation was traditionally regarded as progressive adaptation to join a host society and led to the development of various models to identify certain characteristics of acculturation. Acculturation includes those phenomena, which result

when groups of individuals having different cultures come into continuous first -hand contact, with subsequent changes in the original culture of either or both groups (Redfield, Linton, & Herskovits, 1936). Groups can either be employees of an organization, society or an organization itself.

2.2.2 Acculturation models

Arends-Toth and Van de Vijver (2004) reported that many studies focused on acculturation attitudes and ethnic identities which influence how individuals react in a diversified society. This approach gave rise to acculturation dynamic studies as the ideal form of research on mediating variables affecting integration of different cultures in the workplace. The acculturation process involves *individual-level variables* (moderating factors prior to acculturation and moderating factors during acculturation) and *group-level variables* (characteristics of the society of origin and characteristics of the society of settlement). Arends-Toth and Van de Vijver (2004) identified two types of acculturation models that are influential and impact on psychological and social aspects of employees in their foreign work environments, namely the uni-dimensional model and the bi-dimensional model that incorporate the ethnic cultural heritage and host culture dimensions at different levels. Uni-dimensional models describe acculturation as a change in mainstream culture and the process of developing a bicultural identity or retaining the original culture without extensive adjustment to the new host culture. The bi-dimensional model is the most popular model proposed by Berry (Berry & Sam, 1997) and replaced the uni-dimensional models of acculturation. This model involves the acculturation attitudes to adaptation and maintenance dimensions that result in a combination of both cultures. The Berry model identified two independent attitudinal dimensions such as cultural identity and valuable customs. The Interactive Acculturation Model (IAM) was developed by Bourhis *et al.* (1997) and is centered on intergroup relations and ethno linguistic identity by taking the perspective of the host society and immigrants to a greater extent.

2.2.3 Mainstream acculturation conditions

Oerlemans and Peeters (2008) indicated that literature on cultural diversity showed mixed results and noted that it is important to understand how cultural diversity is related to important work outcomes in organisations. These outcomes arise from employees transforming their workplaces into domains of interaction as a result of culturally diverse groups (ethnicity or nationality). This study examines the multicultural mainstream variables

(norms, practices and tolerance) as positive conditions and the effect they have on ethnic integration as antecedent and related outcomes.

Multiculturalism and tolerance

Multiculturalism is defined as the integration and co-existence of diverse cultures within society and the workplace. The active support and approval of different cultures by both the majority and minority group members in society is referred to as multiculturalism and emerged to challenge liberalism as an ideological solution in coping with ethnic diversity (Berry & Kalin, 1995; Citrin, Sears, Muste, & Wong*, 2001). Bekker & Leilde (2003) noted that multiculturalism is used in three distinct senses: as a description of the state of cultural diversity in a society, as an ideology aimed at legitimizing and incorporating ethnic diversity, and to create national unity. Berry, and Kalin (1995) and Citrin *et al.* (2005) identified *four main requirements* for maintaining a multicultural society. Firstly, the cultural maintenance of the majority cultural group is achieved by intercultural participation and contact. Secondly, there should be no prejudice and discrimination amongst the population of diversity. Thirdly, people coming from different ethno-cultural groups should be displaying positive attitudes towards each other. Lastly, the tolerance and affection of a diversified ethno-cultural society should exist in the larger society. Research by Jackson, Van der Vijver and Ali (submitted 2011) has also reported that multicultural practices are positively related to tolerance. Tolerance is defined as the practice in which individuals recognize, respect, appreciate and accept the differences in terms of cultural beliefs practices and language (The American Heritage Dictionary of the English Language, 2007). Jun, Lee and Gentry (1997) also described attitudinal and behavioural dimensions as the psychological acculturation adaptation measures that individuals adopt in a foreign environment as a form of tolerance. Literature has shown that the development strategy of sustainable shared values and culture is normally supported by the vision and shared values which usually inspire and empower those who are involved and affected (Gill, 2003). Ait Ouarasse and Van der Vijver (2004) reported that there is an increase in subjective experience of *work success* and lower levels of physical and psychological *ill-health* as a result of multicultural practices and norms and mainstream tolerance.

Ethnic vitality

Ethnic vitality refers to institutions that offer a source of support to acculturation processes taking place within an organisation. Galchenko and Van de Vijver (2007) identified ethnic

vitality with reference to ethnic institutions and the availability of places of worship, shops, recreational opportunities and educational resources that facilitate the progression of acculturation. Ait Ouarasse and Van de Vijver (2004) conducted a study on young adult Moroccan Dutch individuals and identified the importance of ethnic vitality as it is associated with less stress and a more enhanced socio cultural environment. The major socialization and enculturation outcomes of acculturation are identified as ethnic vitality, ethnic support and informal migration ideology. Oerlemans and Peeters (2008) identified several factors such as institutional control (whether groups gain representation in decision making), status (socio historical status and prestige) and demographics (the number of people belonging to the same ethnic group) which contribute to the relative strength and vitality of ethnic groups.

2.2.4 Ethnic acculturation conditions

Acculturation orientations link the antecedent conditions and are seen as intervening variables in desired outcomes (Galchenko & Van de Vijver, 2006). Ethnic identification is a positive predictor to host country identification where individuals differ in their level and strategy of acculturation. Berry and Sabatier (2010) identified ethnic behaviour as the degree to which individuals keep elements of their culture and behave in accordance to their cultural customs to support their identity. Individuals that becomes proficient in the culture of dominant group while maintaining the status of indigenous culture (Berry & Kim, 1988). This study the focus is on the mediating role of ethnic integration in the relation between positive mainstream acculturation conditions and acculturation outcomes

Ethnic integration demands

Ethnic identity involves the development of a sense of oneself and subjective sense. Integration refers to process where an individual adopt part of the dominant culture whilst still maintaining their original culture. Heim, Hunters & Jones (2010) indicated that ethnic identity is a component of one's self-concept and develops through social comparison on how minority individuals and groups adapt in a multicultural environment. Arends-Toth & Van de Vijver (2004) reported that many authors agree that the concepts of ethnic identity and acculturation have different connotations. Berry, Phinney, Sam & Velder (2006) noted that integration acculturation orientation by being involved in both cultures people promotes better socio-cultural adaptation and psychological adaptation. Fenton, (2003) noted that ethnic groups are as a result of migration into metropolitan areas, indigenous and seek to establish political space within (autonomy) or outside (secession) their social and cultural landscape.

Ait Quarasse & van de Vijer (2004) noted that psychological and socio-cultural adaptation outcomes were positively correlated and their strength of association is a function of cultural distance and degree of integration in social host environment. Ethnic integration demands also include the pressure experienced from co-ethnic groups as to how individual immigrants should deal with their culture and recognize diversity. Berry & Kim (1988) indicated in their study with refugee and immigrant youths that the status of ethnic integration as bi-culturalism where integration offers the best cognitive functioning and adjustment. Peeters and Oerlemans (2009) noted that work environments play a crucial role in the integration and interaction of employees from ethnic minorities and those of different cultural backgrounds through acculturation orientation.

2.2.5 Individual acculturation orientations / strategy

Ward and Kennedy (1994) posited that the intergroup relations dimension is unambiguous as the underlying acculturation issues entail maintenance of %cultural identity and characteristics+ and the maintenance of %relationships with other groups+. As a result of multiculturalism people adopt specific ways of accustoming to acculturation. The strategies are known as integration, assimilation, separation and marginalization and are usually practised by the minorities in an organization. *Integration* involves adapting to the dominant cultural identity whilst maintaining key features of minority (heritage) cultural features with the intent to change the host culture. *Assimilation* and acculturation are important for public policy and society's ability to grow, function smoothly and make provision for intergroup relations. *Separation* involves preference for maintaining features of minority (heritage) culture whilst interacting with the host culture of the majority. *Marginalization* involves the rejection of both minority and majority cultures and occurs when an individual is rejected by the host culture and rejects the home culture.

Individual integration acculturation orientation (strategy)

Arends-Toth and Van de Vijver (2004) indicated that integration involves adaptation and adoption of the dominant culture while not relinquishing the minority culture. Integration is facilitated by a positive orientation towards cultural maintenance and cultural adaptation. Peeters and Oerlemans (2009) have also noted that studies have identified the integration orientation as the one most preferred by minority cultural groups, followed by assimilation or separation and marginalization. Integration is said to have the lowest acculturative stress as adapting to the host culture of an organization can be very stressful and difficult for minority

cultural employees in organisations. Research has shown that the integration strategy is the one most *favoured* and regarded as most successful by minority individuals in a multicultural environment (Zagefka & Brown, 2002). The positive acculturation aspects can be associated with integration of workers into the diverse multicultural environment in organisations (Arends-Toth & Van de Vijver, 2004). Berry *et al.*, (2006) found that the integration profile was the most common and respondents reported greater involvement in both their national and ethnic cultures. Arends-Toth and Van de Vijver (2004) reported that migrants prefer integration which is a positive combination of adaptation and cultural maintenance.

2.2.6 Acculturation outcomes

Acculturation frameworks identify the cross-cultural transitions as potentially stressful life events that present challenges to adapting resources in relation to the psychological and biographical, ethnic and social factors. Van de Vijver (2004) noted that acculturation studies have two distinct outcomes known as psychological adjustment (which includes subjective well-being, satisfaction and psychological health) and socio cultural adaptation (which relates to the learning of process, social skills, language and cultural knowledge). Acculturation research is traditionally focused on psychological adaptation and integrative complexity is identified as an important variable for successful performance when exposed to acculturation in an organization. The psychological outcomes are focused on coping with tradition and socio-cultural adaptation outcomes is focused around cultural learning of traditions in order to successfully participate in the mainstream society of a work environment.

The combination of the two theoretical outcomes of psychological and socio cultural outcomes resulted in adjustment/ adaptation (Ward & Kennedy, 1994). The psychological adjustment is strongly influenced by an individual's personality and life changes which are associated with well-being and satisfaction. The socio cultural adjustment based on the socio learning perspective that relates to the ability to fit in with the host culture and past research, has indicated that socio cultural adjustment is positively affected by the proximity of the host culture. In previous research the two forms of adjustment were found to be interrelated but it was not possible to make a distinction between the different types of variables where correlation coefficients ranged from 0.3 to 0.4 (Ward & Kennedy, 1994). Berry (2003) reported that the two outcomes are positively related as a major dimension of intercultural adjustment.

Socio cultural acculturation outcomes: (Work success)

Socio cultural outcome refers to the successful participation of employees, how effective they learn the culture / tradition and whether employees do well in the workplace (Ward & Kennedy, 1994; Berry, 2003). Work success is described as the individual experience in achieving goals which is attained when an employee enjoys his/her work. Selmer and de Leon (1993) noted that the development of work related factors forms part of organizational socialization and individuals learn the normative behaviour, attitudes and values expected as members of the organization. The socialization process has an impact on work value modifications as an individual experiences it in different jobs and does not only include the adoption of behavioural patterns, norms and values as a prerequisite of organizational membership. Ait Ouarasse (2004) and Swart (2008) reported that there is a positive connection between the subjective experience of success at work and integration demands and lower levels of ill health with integration demands.

Psychological acculturation outcomes: (organisational commitment and job satisfaction)

The psychological outcome is an overall assessment of coping attitude and feelings that individuals have in the work place and determines if an individual (employee) feels well. Ward and Kennedy (1994) noted that previous research has indicated that psychological adjustment is strongly affected by life changes, social support variables and the personality of the individual. Commitment to a new (foreign) cultural environment is influenced by psychological adjustment and is found to have a positive influence as foreign individuals spend more time and effort on adjusting to the cultural environment and learning the host culture (Jun, Lee & Gantry, 1997). Organizational commitment is derived from internalization and includes the strong desire to remain a member of one's organization and previous studies found that commitment to foreign and local operations is positively associated with one's social interaction and general adjustment (Jun, Lee & Gantry, 1997). Maslow's (1954) hierarchy of needs theory formed the foundation for many of the research projects carried out on job satisfaction. Castro and Martins (2010) have many descriptive definitions of job satisfaction including the personal evaluation and perception of conditions at work in comparison to a similar job. George, Louw and Badenhorst (2008) reported that there is a positive correlation between job satisfaction, self fulfilment and actualization.

This study set out

- To determine the relation between positive mainstream characteristics such as multiculturalism, tolerance and ethnic vitality, ethnic integration and psychological and

socio cultural acculturation outcomes as measured by organisational commitment , job satisfaction and work success; and

- To determine the mediating role of integration in the path between positive mainstream acculturation and psychological and socio cultural acculturation outcomes as measured by organisational commitment, job satisfaction and work success.

2.3 STUDY METHODOLOGY

2.3.1 Research design and procedure

The aim of the research design is to explain the approach the research would follow. The research design employed was classified as quantitative research. Welman, *et al.*, (2005) describe quantitative research as an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of naturally occurring phenomena in the social world. The specific methods that were used included questionnaires to gather information. Survey questionnaires were distributed to conveniently selected employees in various sectors of the workplace. Permission was acquired through formal verbal requests to line managers. In this verbal request the purpose of the research and the advantages of the research were explained. The participants were selected with the help of their line managers or supervisors. Participants were given two days to complete the questionnaires and completed questionnaires were collected by the researcher.

2.3.2 Participants

Participants were recruited via convenient sampling from different sectors in the workplace. The usefulness of this sampling technique is that it allows one to gather basic data and trends. It is also very useful for identifying relationships among different phenomena. The participants were conveniently selected from amongst the operational workers and middle management. Table 1 represents some of the characteristics of the participants.

The sample (N=327) consisted mainly of female employees (55.35%), in the age range 26 to 33 years (40.67%). Approximately one-third (34.56%) were coloured while 30.89% held a grade 12 or National Senior certificate.

Table 1*Participant Characteristics*

Item Description	Category	Frequency	Percentage
Gender	Male	146	44.65
	Female	181	55.35
Age	18 - 25	76	23.24
	26 - 33	133	40.67
	34 - 41	82	25.08
	42 - 49	24	7.34
	50 - 60	12	3.67
	Race	White	77
Race	Black	109	33.33
	Coloured	113	34.56
	Indian	26	7.95
	Other	2	0.61
	Qualifications	Grade 12	101
Qualifications	Certificate	74	22.63
	Diploma	82	25.08
	Degree	41	12.54
	Post Graduate	25	7.65

2.3.3 Measuring instruments

The questionnaire used measuring instruments from a reputable socio cultural context and psychometric properties were developed and adapted by Ait Quarasse and Van de Vijver (2004). Changes were made to the original version by replacing the Moroccan and Dutch categories with own ethnic and cultural groups relevant to the South African context. The questionnaire took the format of a five-point Likert scale and included definitions of all acculturation variables with response options ranging from strongly disagree (1) to strongly agree (5).

2.3.3.1 Mainstream domain instruments

- *Multicultural norms* . These norms were developed for the purpose of the study and represented an adaptation of the model from Ait Quarasse and Van de Vijver, 2004. This instrument measures the participants' multiculturalism values and attitudes on a thirteen

item measurement scale which defines the participants' experiences of his or her co-workers' attitudes, cultural diversity acceptance, racial integration and equality within the workplace. Some of the items on the scale include, "I think most of my co-workers from other cultures are most welcoming people" and "I think that most of my co-workers from other cultures appreciate the cultural diversity in our organization" ($\alpha = 0.70$).

- *Multicultural practices* – This aspect measured the behaviour of actual multiculturalism and the occurrence of multicultural practices within an organisation. The scale includes items such as "My co-workers generally show respect for other cultures in our organisation", "My workplace allows me to express my religious values and", "Our organisation respects the cultures of all employees" ($\alpha = 0.80$).
- *Mainstream tolerance* – This scale is an eight-item measure adapted from Ait Ouassane and Van de Vijver (2004) and evaluates the participants' perceptions of co-workers and attitudes to minority ethnic groups within the workplace and their general acceptance of cultural diversity and minority group activity. Sample items include, "I think that most of my co-workers accept the fact that we have different cultures" and "I think that most of my co-workers accept the fact that we have different cultural practices" ($\alpha = 0.76$).
- *Mainstream Ethnic vitality* – Ethnic vitality is a six item scale adapted from Ait Ouassane and Van de Vijver (2004) which measures organisational institutions' source of support and educational resources for acculturation processes taking place. Items like, "The cafe caters for my cultural food in our organization", and "Social functions at work make provision for my cultural customs and habits (e.g. music, food, etc)", are included in the scale. ($\alpha = 0.66$).

2.3.3.2 Antecedent: Acculturation conditions

- *Individual integration demands at work* . This 12 item scale is adapted from the originally discussed model and measures individual integration of members from the same cultural group within their organization as part of acculturation. Items are phrased as positive statements and sample items include, "Most members of my cultural group want me to show my cultural values and respect to those of others", "My cultural group wants to partake in group tasks with members of other cultural groups" and "My cultural group members are willing to participate in activities with other cultures in the workplace" ($\alpha = 0.65$).
- *Ethnic integration demands* . This scale measures the intended responses from employees regarding their attitudes towards integration which involves adaptation and adoption of the

dominant culture while not relinquishing their own. Sample items include, %prefer social contact and interaction with members of ALL South African groups irrespective of race or ethnicity as well as with members of my own ethnic group+, and %want to maintain my own culture as well as seek contact and participate in the mainstream culture+ ($\alpha = 0.85$).

2.3.3.3 Psychological and socio-cultural acculturation outcomes

Psychological and socio-cultural acculturation outcomes

- *Psychological outcome: The Minnesota Satisfaction Questionnaire (MSQ)* – A short form developed by Weiss, Dawis, England and Lofquist (1967) was used in the present study. The MSQ is an 18 item scale that was used to assess the participants' intrinsic and extrinsic satisfaction with their jobs. Sample items measured by the MSQ include, %the way my job provides for steady employment+, %the chances for advancement on the job+, %the praise I get for doing a job+and %the way my boss handles his / her workers+ ($\alpha = 0.93$).
- *Psychological outcome: Organisational commitment* . This eight item scale was developed for the study to measure an individual's commitment to his / her current workplace. Factors focused on the feelings of individuals and included items such as, %am committed to this organisation+, %am prepared to take on more responsibility or tasks not in my job description+and %feel it is worthwhile to work hard for this organisation+ ($\alpha = 0.81$).
- *Socio cultural acculturation outcome: Work success* . This fourteen item scale was developed by Ait Quarasse and Van de Vijver (2004). The scale measures the socio cultural outcomes and includes an individual's capability and feelings towards work and fellow workers. Punctuality, status, recognition at work and task completion are measured by items such as %do my work exactly as instructed by my supervisor+, %experience personal/professional development in our organization+and %always meet deadlines in my work+ ($\alpha = 0.87$).

2.3.3.4 Data analysis

The statistical analysis was completed with the help of the SPSS-programme (SPSS Inc., 2003). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) were used to scrutinize data. Cronbach alpha coefficients were used to determine the internal consistency, homogeneity and uni-dimensionality of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the variance

proportion of the items on a scale in terms of total variance explained by that particular scale. Exploratory factor analyses were carried out to determine construct validity of the measuring instruments. Pearson product-moment correlation coefficients were performed to specify the relationship between the variables in terms of statistical significance with confidence intervals set at 95% ($p < 0.05$). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. A cut-off point of 0,30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients. To investigate the mediating role of ethnic separation in the relations between adverse mainstream conditions and well-being, structural equation modelling (SEM) was performed using AMOS 18 (Arbuckle 2010).

2.4 RESULTS

The results of this study are presented in three parts (1) the descriptive statistics calculated for the measuring factors/variables, (2) correlations between positive acculturation conditions or characteristics, mediating variables and well-being (The acculturation psychological and socio cultural outcomes were measured by job satisfaction, organisational commitment and work success), and (3) the mediating role of ethnic integration in the relation between the antecedents of multiculturalism and well-being amongst employees in the South African workplace.

2.4.1 Exploratory factor analyses and associations between antecedent conditions, intervening variables and well-being.

The results obtained from exploratory analyses and inspections of the screen plots indicated that all scales used were unifactorial, explaining 42.82% of the variance in *multicultural norms*, 42.62% in *mainstream tolerance*, 51.42% in *multicultural practices*, 37.46% in *ethnic vitality*, 57.14% in *ethnic integration demands at work*, 58.62% in *individual integration strategy*, 34.51% in *job satisfaction*, and 57.05% in *organisational commitment* and 39.36% in *perceived work success*. The descriptive statistics are displayed in Table 2.

Table 2:*Descriptive Statistics (n = 327)*

Measured item	Mean	SD	Skewness	Kurtosis	α
Multicultural Norms	3.30	0.69	-0.32	0.34	0.70
Tolerance	3.40	0.62	-0.60	1.03	0.76
Multicultural Practices	3.70	0.68	-0.60	0.62	0.80
Ethnic Vitality	3.27	0.66	-0.29	0.68	0.66
Ethnic Integration Demands	3.63	0.69	-0.41	0.78	0.85
Individual Integration	3.79	0.75	-0.79	1.00	0.65
Subjective Work Success	3.88	0.55	-0.22	0.80	0.87
Organisational Commitment	3.70	0.72	-0.13	-0.20	0.81
Job Satisfaction	3.29	0.59	-0.30	0.97	0.93

Inspection of Table 2 shows that all the Alpha coefficients were higher than the guideline of the alpha coefficient being larger than 0.70 (Nunnally & Bernstein, 1994) and that all scores were normally distributed. Thereafter, the relationships were determined between the different variables focused on in this study. The product moment correlation coefficients between the different constructs used in this research project are reported in Table 3.

Table 3:*Correlations between acculturation constructs and outcomes*

Item Description	1	2	3	4	5	6	7	8
1. Multicultural Norms	-	-	-	-	-	-	-	-
2. Mainstream Tolerance	0.52**	-	-	-	-	-	-	-
3. Multicultural Practices	0.44**	0.64**	-	-	-	-	-	-
4. Ethnic Vitality	0.24**	0.33**	0.36**	-	-	-	-	-
5. Ethnic Integration Demands	0.41**	0.51**	0.59**	0.51**	-	-	-	-
6. Individual Integration strategy	0.16**	0.18**	0.30**	0.12*	0.33**	-	-	-
7. Subjective Work Success	0.29**	0.23**	0.30**	0.14*	0.30**	0.31**	-	-
8. Organisational Commitment	0.14*	0.16**	0.29**	0.18**	0.29**	0.14*	0.31**	-
9. Job Satisfaction	0.18**	0.16**	0.16*	0.12*	0.18**	0.21**	0.28**	0.26**

= p 0.05 / ** = p 0.01 (Correlation significance)

Table 3 indicates that *multicultural norms* were positively related to tolerance (statistically significant with a large effect), multicultural practices (with a medium effect) and integration

demands (with a medium effect) at work. *Mainstream tolerance* was significantly positively related to multicultural practices (with large effect), ethnic vitality (medium effect) and with integration demands (with a large effect) within the workplace. *Multicultural practices* were significantly positively related to ethnic vitality (with a medium effect), integration demands (with a large effect), an individual integration acculturation strategy (with a medium effect), and work success. *Vitality* has a positive significance relation to integration demands (with a large effect). *Ethnic integration* is significantly positive related to individual integration acculturation strategy (with a medium effect) and work success (with a medium effect). *Individual integration acculturation strategy* was significantly positively related to work success (with a medium effect) while subjective experiences of *work success* were significantly positively related to organisational commitment (with a medium effect).

2.4.2 A model for the mediating effect of ethnic integration in the relation between positive mainstream conditions and well-being.

In order to investigate the mediating role of ethnic integration in the relations between positive antecedent mainstream conditions and well-being, structural equation modelling was performed using AMOS 18 (Arbuckle 2010). In this model (See Figure 1) four positive acculturation mainstream antecedent conditions, namely *multicultural norms*, *multicultural practices*, *mainstream tolerance*, and *ethnic vitality* were found to impact on a single latent variable (well-being at work) that was measured using three indicators, namely *organisational commitment*, *job satisfaction* (psychological outcomes) and *work success* (socio-cultural outcomes) through an ethnic latent variable (ethnic integration) that was measured using two indicators namely *ethnic integration demands* and *an individual integration acculturation strategy*. The conceptual model used in this study considers antecedent conditions, ethnic intervening variables and well-being at work as outcomes as part of the multiculturalism process. Inspection of Table 2 revealed that the *hypothesized model* (see Figure 1), obtained an acceptable fit: $\chi^2(43.10, N = 327), p < .00; \chi^2/df = 2.15$ (recommended, ≤ 3.00). Other indices confirmed the good fit of the model: The goodness of fit index (GFI) was 0.97 (recommended, ≥ 0.95), the adjusted goodness of fit index (AGFI) was 0.94 (recommended, $\geq .90$), the Tucker Lewis index (TLI) was 0.94 (recommended, $\geq .90$), and the root mean square error of approximation (RMSEA) was 0.06 (recommended, ≤ 0.05).

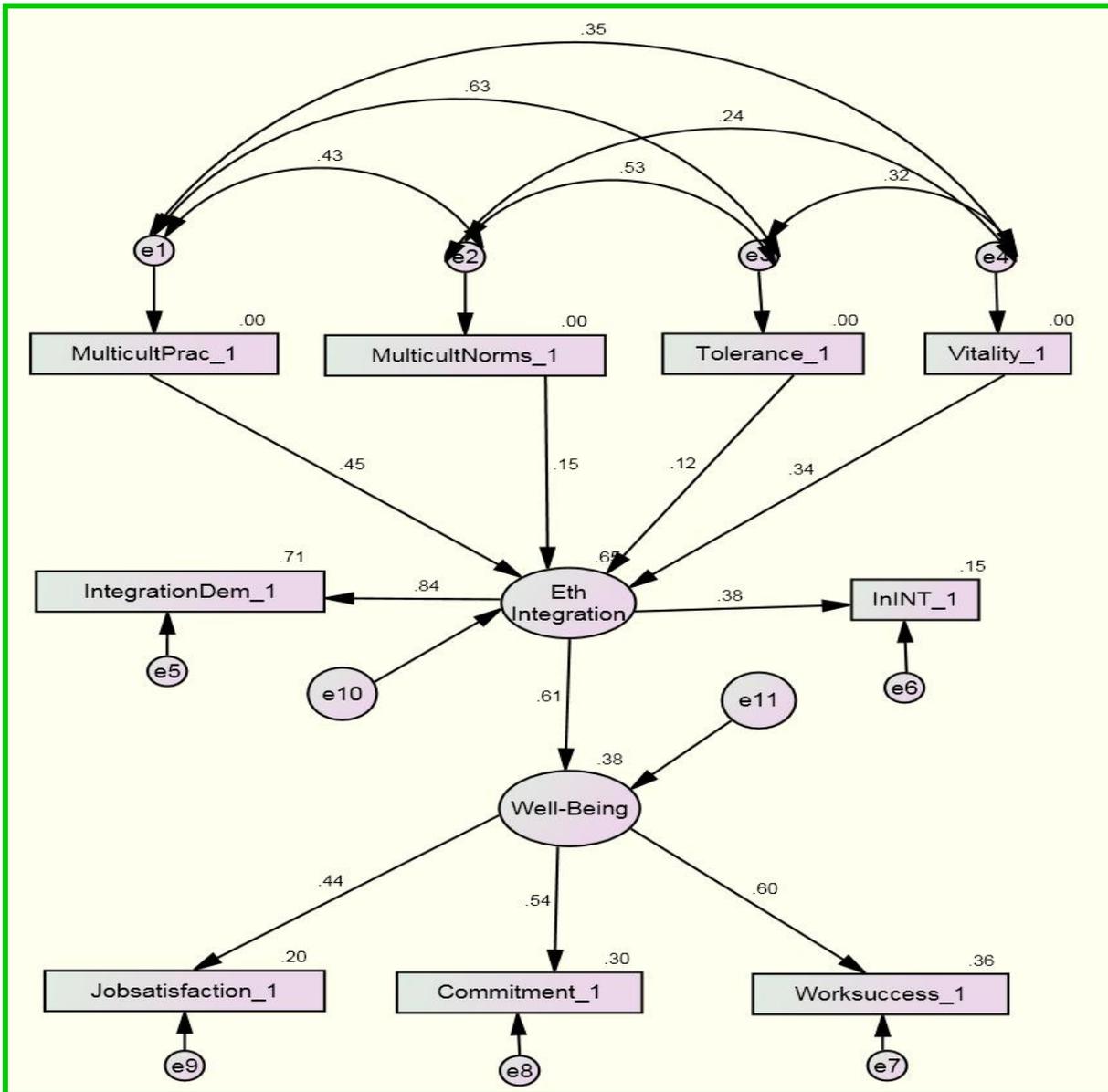


Figure 1: Results of the Mediating Acculturation Model Analysis

Figure 1 indicates that in all paths from mainstream conditions or characteristics to ethnic conditions or characteristics, stronger associations were observed between Multicultural practices (and ethnic vitality) and ethnic integration compared to the associations between Mainstream tolerance (and Multicultural norms) and ethnic integration. In addition, the path from ethnic integration to well-being at work was also significant. This finding suggests that in this sample a perceived multiculturalism climate (practices and norms) coupled with tolerance and ethnic vitality was related to well-being at work. Employees who experienced a more multiculturalism and ethnic vitality at work also reported better well-being at work. We can

therefore conclude that multiculturalism, tolerance and ethnic vitality matters for well-being at work.

2.4.3 Mediating effects of ethnic integration

The hypothesized model is a mediation model in which positive antecedent conditions influence ethnic acculturation integration, which in turn impact on well-being. The model does not specify whether the mediation should be complete or partial. We made a closer examination of the direct and indirect effects to evaluate their relative sizes. There is a fair amount of literature on the testing of mediation effects (e.g., Judd & Kenny, 1981; Baron & Kenny, 1986; Holmbeck, 1997; Kline, 1998; Hoyle & Kenny, 1999; Preacher & Hayes, 2004). It has been found that the method proposed by Baron and Kenny (1986) can have a low statistical power in most situations and that joint significance tests involving the product of coefficients have been found to have greater statistical power than that of other formal methods of assessing mediation, including the Baron and Kenny approach (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). Therefore, we stayed within the structural equation framework to compute the significance of mediation effects by using the bootstrap procedure as implemented in the AMOS program. The results of the mediation analysis can be found in Table 4.

Table 4
Mediation Effects of Integration (Standardized Effects)

Predictor	Job satisfaction			Organisational commitment			Work success		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Multicultural practices	0.00	0.12**	0.12**	0.00	0.15*	0.15*	0.00	0.16**	0.16**
Mainstream tolerance	0.00	0.03	0.03	0.00	0.04	0.04	0.00	0.04	0.04
Multicultural norms	0.00	0.04*	0.04*	0.00	0.05*	0.05*	0.00	0.06	0.06
Ethnic vitality	0.00	0.09**	0.09**	0.00	0.11*	0.11*	0.00	0.12*	0.12*
Integration demands	0.00	0.27**	0.27**	0.00	0.33	0.33	0.51	0.37	0.37

Note. * effects are significant ($p < .05$) / ** effects are significant ($p < .01$)

Closer inspection of Table 4 indicated that in line with observations from Figure 1, total and indirect effects were observed for job satisfaction and organisational commitment as well as subjective experience of work success. In addition, the insignificance of all direct effects suggests that the link with job satisfaction and organisational commitment as well as

subjective work success is fully mediated by integration demands. *Multiculturalism practices* and *ethnic vitality* therefore exert indirect and significant influence on *psychological and socio cultural acculturation outcomes* (job satisfaction and organisational commitment as well as the subjective experience of work success), while *multicultural norms* only have indirect and significant influence on *psychological acculturation outcomes* (job satisfaction and organisational commitment). It can be concluded that *ethnic integration fully mediates* the path from *multiculturalism practices* and *ethnic vitality* to *psychological and sociocultural acculturation outcomes* on the one hand and *multicultural norms* to *psychological acculturation outcomes* on the other hand. Moreover, multiculturalism and ethnic vitality matter for the experience of well-being at work.

2.5 DISCUSSION

The aim of the study was to determine the relationship between mainstream antecedent conditions, ethnic intervening variables and well-being at work. Antecedent mainstream conditions such as multicultural norms and practices, mainstream tolerance and ethnic vitality were positively related to ethnic integration demands and an individual integration strategy as well as well-being at work as measured by job satisfaction, organisational commitment and work success. The implication of this finding is that a work environment characterized by more multicultural norms and practices, tolerant mainstreamers and ethnic vitality are more likely to contribute to ethnic members encouraging each other to participate in the mainstream, an individual integration acculturation strategy as well as the experience of well-being as measured by job satisfaction, organization commitment and work success (Molokoane, 2007; Swart, 2008).

In this study it was assumed that the association between acculturation mainstream antecedent conditions and well-being work was mediated through a latent ethnic variable known as integration. The hypothesis was confirmed with an acceptable fit between the empirical data and the conceptual model. The acceptable fit between the data and the conceptual model indicates that the relation between antecedent conditions and well-being at work functions through integration. This finding means that more multicultural norms, mainstream tolerance, ethnic vitality coupled with ethnic integration demands at work and an integration acculturation strategy resulted in better well-being at work. Contrary to the negative association between a non supportive environment, characterized by racism and

discrimination and well-being (Gee, Ro, Shariff-Marco, & Chae, 2009; Williams & Mohammed, 2009), this result confirmed the positive relations found in previous studies (Ait Ouarasse and Van de Vijver, 2004; Berry, *et al.* 2006; Molokoane, 2007; Nchabeleng, 2008) between multicultural norms and practices, mainstream tolerance, ethnic vitality, integration demands, an individual integration acculturation strategy, well-being and work success as well as the importance of taking both the mainstream and ethnic conditions into consideration in acculturation studies as recommended by the proponents of the Integrated Acculturation Model (Bourhis *et al.* 1997). It therefore seems likely that a workplace culture that promotes ethnic cultural maintenance of people from a diverse background coupled with encouragement to participate in the mainstream by ethnic members at home and at work would contribute to the experience of higher levels of subjective work success (Jackson, van de Vijver & Ali, submitted).

We were also interested in the mediating effect of the integration in the path from positive antecedent variables to well-being as measured by job satisfaction, organisational commitment and subjective experience of work success. *Multiculturalism practices* and *ethnic vitality* exert indirect and significant influences on *psychological and socio cultural acculturation outcomes* (job satisfaction and organisational commitment as well as the subjective experience of work success), while *multicultural norms* only have indirect and significant influence on *psychological acculturation outcomes* (job satisfaction and organisational commitment). It can be concluded that *ethnic integration fully mediates* the path from *multiculturalism practices* and *ethnic vitality* to *psychological and sociocultural acculturation outcomes* on the one hand and *multicultural norms* to *psychological acculturation outcomes* on the other hand. Moreover, multiculturalism and ethnic vitality matter for the experience of well-being at work. Our findings also seem to confirm Ward, Bochner and Furnham's (2001) reasoning that psychological and sociocultural acculturation outcomes may have their own antecedents.

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CHAPTER 3: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

3.1 CONCLUSIONS

The aim of the study was to determine the relationship between mainstream antecedent conditions, ethnic intervening variables and well-being at work. Antecedent mainstream conditions such as multicultural norms and practices, mainstream tolerance and ethnic vitality were positively related to ethnic integration demands and an individual integration strategy as well as well-being at work as measured by job satisfaction, organisational commitment and work success. This finding implies that a work environment characterized by multicultural norms and practices, tolerant mainstreamers and ethnic vitality is more likely to contribute to ethnic members encouraging each other to participate in the mainstream, an individual integration acculturation strategy as well as the experience of well-being as measured by job satisfaction, organizational commitment and work success (Molokoane, 2007; Swart, 2008).

In this study it was assumed that the association between acculturation mainstream antecedent conditions and well-being work through a latent mediating ethnic variable known as integration. The hypothesis was confirmed with an acceptable fit between the empirical data and the conceptual model. The acceptable fit between the data and the conceptual model indicates that the relation between antecedent conditions and well-being at work functions through integration. This means that more multicultural norms, mainstream tolerance, ethnic vitality coupled with ethnic integration demands at work and an integration acculturation strategy resulted in better well-being at work. Contrary to the negative association between a non supportive environment, characterized by racism and discrimination and well-being (Gee, Ro, Shariff-Marco, & Chae, 2009; Williams & Mohammed, 2009), this result confirmed the positive relations found in previous studies (Ait Ouarasse and Van de Vijver, 2004; Berry, *et al.* 2006; Molokoane, 2007; Nchabeleng, 2008) between multicultural norms and practices, mainstream tolerance, ethnic vitality, integration demands, an individual integration acculturation strategy, well-being and work success as well as the importance of taking both the mainstream and ethnic conditions into consideration in acculturation studies as recommended by the proponents of the Integrated Acculturation Model (Bourhis *et al.* 1997). The results indicated that a workplace culture that promotes ethnic cultural maintenance of people from a diverse background coupled with encouragement to participate in the mainstream by ethnic members at home and at work

would contribute to the experience of higher levels of subjective work success (Jackson, van de Vijver & Ali, submitted).

We were also interested in the mediating effect of the integration in the path from positive antecedent variables to well-being as measured by job satisfaction, organisational commitment and subjective experience of work success. *Multiculturalism practices* and *ethnic vitality* exert indirect and significant influences on *psychological and socio cultural acculturation outcomes* (job satisfaction and organisational commitment as well as subjective experience of work success), while *multicultural norms* only have indirect and significant influence on *psychological acculturation outcomes* (job satisfaction and organisational commitment). It can be concluded that *ethnic integration fully mediates* the path from *multiculturalism practices* and *ethnic vitality* to *psychological and sociocultural acculturation outcomes* on the one hand and *multicultural norms* to *psychological acculturation outcomes* on the other hand. Moreover, multiculturalism and ethnic vitality matter for the experience of well-being at work. Our findings also seem to confirm Ward *et al.*'s (2001) reasoning that psychological and sociocultural acculturation outcomes may have their own antecedents.

3.2 LIMITATIONS

Limitations of the study included a variety of variables ranging from technical aspects (questionnaire), human elements (participants) to environmental aspects (organisational culture, climate and leadership). The most significant limitations to the research were as follows:

- The questionnaire was compiled in English only and the study had participants that did not really understand statements as English was not their mother tongue. The questionnaire did not include a descriptive identification of participants' religious background (identifying ethnic vitality aspects) which forms a main factor of acculturation within the workplace. The employees' years of service and industry identity were not explored in the questionnaire and were needed to establish the relationship between type of industry and employee commitment.
- The study had 237 participants recruited from mostly corporate or business orientation environments. However, the study did not reach the lower class sectors of employment and highlights the need to determine if acculturation is accepted as a form of

multiculturalism across all sectors. The limited sample (N=237) was obtained through social networking as a convenient sample. This non probability sample limits the representation of the overall South African community and does not portray a true reflection of multiculturalism and integration within the working society of South Africa.

- Other workplace environmental aspects that could contribute to the study outcomes were not assessed and it was thus not possible to identify whether these aspects related to positive acculturation conditions. These factors include present organisational culture and climate of participants and the leadership styles that contribute to promoting multicultural acceptance in the workplace. These factors have been noted within the literature content of the study as essential variables affecting acculturation in the workplace.

3.3 RECOMMENDATIONS

Future studies should also measure the general attitudes and behaviour of individuals and their influence on acculturation and ethnic values. Leaders within companies should also regularly evaluate levels of acculturation and understand their employees' individual levels of identification in diverse multicultural work environments. Leaders ultimately aim at fostering creativity when implementing change as a tool for success by encouraging a team orientation amongst employees of different cultural backgrounds. In future studies, societal acculturation factors should also be identified and included as contributors to an individual's outcome relationship with his or her workplace.

It is also recommended that future survey questionnaires be developed to measure the different industry background and ethnic context dynamics that play a role in an employee's acceptance of cultural diversity. It is also recommended that managers and organizations be helped to understand the impact of acculturation within the workplace, as this understanding will enhance their awareness of the importance of utilizing effective management skills, harnessing diverse organisational cultures and strategies, and creating a positive organisational climate. The critical success factors for performance and effective performance management involves the perception of staff towards leadership, organisational culture, shared values, personal work experiences and organizational socialization.

The questionnaires should be translated into some of the dominant official languages, in South Africa, in order to achieve a broad overview of all race groups in all working sectors. The questionnaires should have clear instructions and a more diverse focus on the individual

biographical information that would determine if individuals from different ethnic groups have grown up within their traditional cultures or if they have adopted a more modern culture. Measuring facets such as language, social security, cultural habits, religion and cultural celebration aspects need to be included as part of the measurable items that would distinguish if the sample population is still from the original culture or if some persons have integrated into the broader culture as part of a fusion model.

Future samples should incorporate all working sectors and income groups as opposed to only measuring corporate professionals. Future research should also consider the sample size of the study as a major limitation. Based on the study results, the focus was primarily directed towards multicultural variants as opposed to establishing if other indirect contributing factors such as organisational culture, effective leadership, organisational climate and social upbringing have a positive effect on well being at work.

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Annexure A: (Study Questionnaire)

1 = <i>Strongly Agree</i>	2 = <i>Agree</i>	3 = <i>Neutral</i>	4 = <i>Disagree</i>	5 = <i>Strongly Disagree</i>
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Demographic Information

i	Gender	Male	Female	ii. Age		Years					
iii	Race	White		Black	Coloured	Indian	Other				
iv	Highest Qualifications	Grade 12	Certificate	Diploma	Degree	Post graduate					
v	I was productive during the last 3 months?				1	2	3	4	5		
vi	I am satisfied with my job?				1	2	3	4	5		
vii	I intend quitting my job				1	2	3	4	5		

Please rate the extent to which you agree/disagree with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement.

	STATEMENT	SCALE				
1	I think that most of my co-workers believe that racial integration in the workplace made our organisation more productive.	1	2	3	4	5
2	I think that most of my co-workers think that the idea of a "Rainbow Nation" with a core set of values, such as equality for all South Africans, work in our organisation.	1	2	3	4	5
3	I think that most of my co-workers think that the goal of creating a non-sexist, non-racial workplace will be achieved in our organisation.	1	2	3	4	5
4	I think that most of my co-workers do not recognize that we are a workforce that consists of groups from different cultural backgrounds.	1	2	3	4	5
5	I think that most of my co-workers believe that all employees should learn more about each other's cultural background.	1	2	3	4	5
6	I think that most of my co-workers believe that a workgroup with members from a variety of cultural groups can better tackle new problems of our organisation.	1	2	3	4	5
7	I think that most of my co-workers from other cultures are most welcoming people.	1	2	3	4	5
8	I think that most of my co-workers from other cultures don't mind working close to people from other cultures.	1	2	3	4	5
9	I think that most of my co-workers from other cultures do their best to understand and help people from other cultures.	1	2	3	4	5
10	I think that most of my co-workers from other cultures would like to see members from other cultural groups being actively involved in organisational activities.	1	2	3	4	5
11	I think that most of my co-workers from other cultures appreciate the cultural diversity in our organisation.	1	2	3	4	5

12	I think that most of my co-workers believe that cultural minorities should be helped to preserve their cultural heritage.	1	2	3	4	5
13	I think that most of my co-workers do not agree with most of my cultural practices but do not make a fuss about it.	1	2	3	4	5
14	My co-workers generally show respect for other cultures in our organisation.	1	2	3	4	5
15	Our organisation respects the cultures of all employees.	1	2	3	4	5
16	I think that my work brings me closer to people from other cultures.	1	2	3	4	5
17	My work teaches me lots of things about other cultural groups.	1	2	3	4	5
18	I think that most of my co-workers accept the fact that we have different cultures.	1	2	3	4	5
19	I think that most of my co-workers appreciate the fact that we are different.	1	2	3	4	5
20	I think that most of my co-workers accept the fact that we have different cultural practices.	1	2	3	4	5
21	The café caters for my cultural food in our organisation.	1	2	3	4	5
22	I can go to member from my own cultural group for general conversations in our organisation.	1	2	3	4	5
23	Social functions at work make provision for my cultural customs and habits (e.g. music, food, etc.).	1	2	3	4	5
24	My workplace allows me to express my religious values.	1	2	3	4	5
25	Both men and women from my cultural group can show up at work wearing traditional clothing.	1	2	3	4	5
26	Management allows the use of my language in our organisation.	1	2	3	4	5
27	My supervisor encourages us to work together as a multicultural group.	1	2	3	4	5
28	My group members are positive about diverse work teams.	1	2	3	4	5
29	My culture group wants to partake in group tasks with members of other culture groups.	1	2	3	4	5
30	My supervisor encourages us to embrace different opportunities offered by society.	1	2	3	4	5
31	Most of my culture group members accept and acknowledge the existence of other cultures.	1	2	3	4	5
32	Most members of my cultural group want me to show my cultural values and respect those of others.	1	2	3	4	5
33	I prefer social contact and interaction with ONLY members of my own ethnic group	1	2	3	4	5
34	I prefer social contact and interaction with members of ALL South African irrespective of race or ethnicity as well as with members of my own ethnic group	1	2	3	4	5
35	I want maintain my own culture and really do not seek contact and participate in the mainstream culture	1	2	3	4	5
36	I want maintain my own culture as well as seek contact and participate in the mainstream culture	1	2	3	4	5
37	I want to adopt the new culture of the "Rainbow Nation" and do not want to maintain my own culture	1	2	3	4	5

38	I would prefer that all ethnic groups in South Africa adopt the new culture of the "Rainbow Nation" and forget about their own cultures	1	2	3	4	5
39	I acknowledge, accept and respect the existence of other cultures in the workplace	1	2	3	4	5
40	I actually avoid contact with members from other cultures	1	2	3	4	5
41	I think that things would be better for me if I forget about my own culture and adopt the dominant culture of the "New South Africa"	1	2	3	4	5
42	I do not want contact with members of my own ethnic group nor with members from other cultures	1	2	3	4	5
43	I do not wish to maintain my own culture nor do I want to adopt to the mainstream culture	1	2	3	4	5
44	I avoid contact with members of my group as well as members from other cultural groups	1	2	3	4	5
45	I think that most of my co-workers would be happy to have people from other cultures than their own thrown out of our organisation.	1	2	3	4	5
46	I think that most of my co-workers would be happy if all employees of our organisation would come from their culture.	1	2	3	4	5
47	I think that most of my co-workers avoid contact with people from other cultures.	1	2	3	4	5
48	I think that most of my co-workers do not like to see people from my culture share facilities (toilets, tea rooms) with them.	1	2	3	4	5
49	I think that most of my co-workers believe that separate facilities (toilets, tea rooms) should be created for different cultural groups.	1	2	3	4	5
50	I think that most of my co-workers believe that each cultural group should have its own room for lunch and tea.	1	2	3	4	5
51	I think that most of my co-workers want to deal only with people from their own culture.	1	2	3	4	5
52	I think that most of co-workers would want to attend workshops only with people from their own culture.	1	2	3	4	5
53	I think that most of my co-workers believe that each cultural group should have its own social functions (braai, etc.).	1	2	3	4	5
54	I think that most of my co-workers believe that social contact between different cultural groups should be limited as much as possible.	1	2	3	4	5
55	I think that most of my co-workers believe that all employees should come from the same cultural group.	1	2	3	4	5
56	I think that most of my co-workers do not want to want to be seen while talking to someone from another cultural group.	1	2	3	4	5
57	I experience discrimination in our workplace.	1	2	3	4	5
58	My co-workers from other cultural groups want me to know what offends members from their cultural group but they don't want to know what offends me.	1	2	3	4	5
59	When my home culture is mentioned at work, it is almost always negatively mentioned.	1	2	3	4	5
60	My co-workers do not always treat everyone equal in our organisation.	1	2	3	4	5

61	My culture is almost always negatively mentioned in jokes made at work.	1	2	3	4	5
62	My co-workers do not like my cultural habits and customs (language, food, music, jokes).	1	2	3	4	5
63	My co-workers expect from me to learn everything about their culture (language, food, jokes, music).	1	2	3	4	5
64	My co-workers do not make an effort to learn more about my culture (language, food, jokes, music).	1	2	3	4	5
65	Many co-workers brag about their own culture.	1	2	3	4	5
66	My cultural group is treated worse than other cultural groups in our organisation.	1	2	3	4	5
67	Affirmative action is reverse discrimination.	1	2	3	4	5
68	Only people of other cultural groups are promoted in our organisation.	1	2	3	4	5
69	Jokes made by my co-workers from other cultures upset me.	1	2	3	4	5
70	Race is the bases used when deciding to promote or not in our organisation.	1	2	3	4	5
71	Racial graffiti on the walls and doors of restrooms is accepted in our organisation.	1	2	3	4	5
72	When reference is made to my cultural group in our organisations, it is normally made in a negative sense.	1	2	3	4	5
73	Groups consisting of members from the same race are common in our organisation.	1	2	3	4	5
74	Excess to information is based on race in our organisation.	1	2	3	4	5
75	Resources are distributed on the bases of race in our organisation.	1	2	3	4	5
76	Top management positions are only for other cultural groups in our organisation.	1	2	3	4	5
77	Training opportunities are only provided for other cultural groups in our organisation.	1	2	3	4	5
78	Most members of my cultural group want us to use separate facilities (e.g. toilets, tea rooms) in our organisation.	1	2	3	4	5
79	Most members of my cultural group want us to avoid contact with members from other cultural groups in our organisation.	1	2	3	4	5
80	My cultural group want to protect its members from other cultural groups.	1	2	3	4	5
81	My cultural group believes that our way of doing is the most beneficial for the organisation.	1	2	3	4	5
82	My cultural group members discourage each other to work together in a multi-cultural group.	1	2	3	4	5
83	My cultural group members believe that we should only work with people from our own culture in our organisation.	1	2	3	4	5
84	My cultural group members are willing to participate in activities with other cultures in the workplace.	1	2	3	4	5
85	I am always on time for my work.	1	2	3	4	5
86	I always meet deadlines in my work.	1	2	3	4	5

87	I do my work exactly as instructed by my supervisor.	1	2	3	4	5
88	I do my work well enough to be complimented for it by my supervisor.	1	2	3	4	5
89	I do my work well enough to be complimented for it by my work team members.	1	2	3	4	5
90	I never pretend to be sick to be given leave to stay at home.	1	2	3	4	5
91	I have a good reputation among my co-workers.	1	2	3	4	5
92	My co-workers respect me for the value I add to our organisation.	1	2	3	4	5
93	I experience personal development in our organisation.	1	2	3	4	5
94	I experience professional development in our organisation.	1	2	3	4	5
95	The productivity of my department has increased substantially since I have joined it.	1	2	3	4	5
96	I deal effectively with the demands that I am faced with in our organisation.	1	2	3	4	5
97	I am successful in dealing with problems that arise at work.	1	2	3	4	5
98	I pride myself in the high standard of work that I deliver in our organisation.	1	2	3	4	5
99	I can always manage to solve difficult problems if I try hard enough.	1	2	3	4	5
100	If someone opposes me, I can find means and ways to get what I want.	1	2	3	4	5
101	It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
102	I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
103	Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
104	I can solve most problems if I invest the necessary effort.	1	2	3	4	5
105	I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
106	When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
107	If I am in trouble, I can usually think of a solution.	1	2	3	4	5
108	I can usually handle what comes my way.	1	2	3	4	5
109	I feel that I am a person of worth, at least on an equal plane with others.	1	2	3	4	5
110	I feel that I have a number of good qualities.	1	2	3	4	5
111	All in all, I am inclined to feel that I am a failure.	1	2	3	4	5
112	I am able to do things as well as most people.	1	2	3	4	5
113	I feel I do not have much to be proud of.	1	2	3	4	5
114	I take a positive attitude toward myself.	1	2	3	4	5
115	On the whole, I am satisfied with myself.	1	2	3	4	5

116	I wish I could have more respect for myself.	1	2	3	4	5
117	I certainly feel useless at times.	1	2	3	4	5
118	At times I think that I am a no good at all.	1	2	3	4	5
119	In most ways my life is close to my ideal.	1	2	3	4	5
120	The conditions of my life are excellent.	1	2	3	4	5
121	I am satisfied with my life.	1	2	3	4	5
122	So far I have got the important things I want in life.	1	2	3	4	5
123	If I could live my life over I would change nothing.	1	2	3	4	5
124	Life is worth living.	1	2	3	4	5
125	All in all, I am satisfied with my life these days.	1	2	3	4	5
126	I feel that it is worthwhile to work hard for this organisation.	1	2	3	4	5
127	I am committed to this organisation.	1	2	3	4	5
128	I am prepared to take on more responsibility or tasks not in my job description.	1	2	3	4	5
129	I enjoy working for this organisation to the extent that I am not actively seeking a job elsewhere.	1	2	3	4	5
130	I am proud of this organisation.	1	2	3	4	5
131	I often consider quitting my job	1	2	3	4	5
132	I am looking for another job	1	2	3	4	5
133	I frequently ask around for a job somewhere else	1	2	3	4	5

Over the last 3 months, how frequent have you experienced any of the following symptoms

		1 = Never	2 = Once a Month	3 = Once a week	4 = Few times a week	5 = Everyday
134	Muscular tension / pain / aches.	1	2	3	4	5
135	Low back pain / aches.	1	2	3	4	5
136	Feeling sick.	1	2	3	4	5
137	An upset stomach or nausea.	1	2	3	4	5
138	A backache.	1	2	3	4	5
139	Trouble sleeping.	1	2	3	4	5
140	A skin rash.	1	2	3	4	5
141	Shortness of breath.	1	2	3	4	5
142	Chest pain.	1	2	3	4	5
143	Headache.	1	2	3	4	5
144	Fever.	1	2	3	4	5
145	Acid indigestion or heartburn.	1	2	3	4	5
146	Eye strain.	1	2	3	4	5
147	Diarrhoea.	1	2	3	4	5
148	Stomach cramps (Not menstrual).	1	2	3	4	5
149	Constipation.	1	2	3	4	5
150	Heart pounding when not exercising.	1	2	3	4	5
151	An infection.	1	2	3	4	5
152	Loss of appetite.	1	2	3	4	5
153	Dizziness.	1	2	3	4	5
154	Tiredness or fatigue.	1	2	3	4	5
155	Panic / Anxiety attacks.	1	2	3	4	5
156	Constant irritability.	1	2	3	4	5
157	Difficulty in making decisions.	1	2	3	4	5
158	Feeling / becoming easily angry.	1	2	3	4	5
159	Feeling unable to solve daily problems.	1	2	3	4	5
160	Avoiding contact with other people.	1	2	3	4	5
161	Mood swings.	1	2	3	4	5
162	Unable to listen to other people.	1	2	3	4	5
163	Having difficulty concentrating.	1	2	3	4	5

Please rate the extent to which you feel (dis)satisfied with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement

164	Being able to keep busy all the time.	1	2	3	4	5
165	The chance to work alone on the job.	1	2	3	4	5
166	The chance to do different things from time to time.	1	2	3	4	5
167	The chance to be "somebody" in the community.	1	2	3	4	5
168	The way my boss handles his/her workers.	1	2	3	4	5
169	The competence of my supervisor in making decisions.	1	2	3	4	5
170	Being able to do things that don't go against my conscience.	1	2	3	4	5
171	The way my job provides for steady employment.	1	2	3	4	5
172	The chance to do things for other people.	1	2	3	4	5
173	The chances to tell people what to do.	1	2	3	4	5
174	The chance to do something that makes use of my abilities.	1	2	3	4	5
175	The way company policies are put into practice.	1	2	3	4	5
176	My pay and the amount of work I do.	1	2	3	4	5
177	The chances for advancement on the job.	1	2	3	4	5
178	The freedom to use my own judgement.	1	2	3	4	5
179	The chance to try my own methods of doing the job.	1	2	3	4	5
180	The working conditions.	1	2	3	4	5
181	The way my co-workers get along with each other.	1	2	3	4	5
182	The praise I get for doing a job.	1	2	3	4	5
183	The feeling of accomplishment I get from my job.	1	2	3	4	5