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MASTERS DEGREE IN ORGANISATIONAL PYSCHOLOGY

Racial-based Impression Management, Sense of Belonging and Work Engagement among Black Professionals in South African Organisations

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"A research project submitted in partial fulfilment of the requirements for the degree of Masters in Organisational Psychology by Coursework and Research Report, in the Faculty of Humanities, University of the Witwatersrand, Johannesburg, 16 March 2020".

Declaration

"I declare that this research project is my own, unaided work. It has not been submitted before for any other degree or examination at this or any other university"

Signature: 

Date: 10/08/2020

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Abstract

Despite the increasing prevalence of diversity in many organisations in South Africa, the lack of inclusivity is an issue that most of these organisations are still challenged with. This is evidenced by the racial-based impression management (RIM) strategies that are still used by Black professionals to manage aspects of their racial identities and to navigate multiracial dynamics in workplaces in South Africa. Therefore, the purpose of this study was to explore how RIM strategies (avoidance, affiliation, racial humour, enhancement) relates to work engagement (vigour, dedication, absorption) of Black professionals in organisations in South Africa and, whether this proposed relationship is mediated by the sense of belonging at work. A cross-sectional, correlational design with purposive sampling and snowballing was used. 206 Black professionals in a sample of various organisations in South Africa completed a self-developed demographic questionnaire, Schaufeli et al.'s (2002) Utrecht work engagement scale, Roberts et al.'s (2014) adapted RIM scale and Hagerty and Patusky's (1995) sense of belonging instrument.

The results indicated that racial humour was used least and affiliation most amongst the RIM strategies. There were weak to moderate correlations between the RIM strategies of affiliation, racial humour and enhancement with work engagement, none for avoidance. Similarly, there were weak and moderate correlations between sense of belonging at work and work engagement and RIM strategies of affiliation, racial humour, none for avoidance and enhancement. Sense of belonging acted as a mediator only between RIM (affiliation, racial humour) and work engagement, with an exception of avoidance and enhancement. The results suggest that the use of RIM strategies seems to be successful in so far as they might 'free' Black professionals up in organisations in South Africa to engage in their work. The mediating role of sense of belonging at work indicates the importance of allowing employees to feel like valued 'insiders' and the need for organisations to prioritise and strive to create working environments that are inclusive for all versus expecting assimilation.

Key words: *Racial-based impression management (RIM), sense of belonging at work and work engagement.*

Table of contents

Chapter one: Introduction 9

Chapter Two: Literature review 14

Impression management. 14

Social identity-based impression management. 16

Racial-based impression management 17

Work Engagement 19

RIM and Work Engagement 22

Sense of belonging 25

Sense of belonging and RIM 26

RIM, sense of belonging and work engagement 27

The current study 29

Research Questions 30

Chapter three: Methodology 32

Research design 32

Sampling and sample 33

Instruments 38

Demographic questionnaire 38

Utrecht Work Engagement scale (UWES) 38

RIM scale 39

Sense of belonging instrument 39

Procedure 41

Data analysis 42

Descriptive statistics 42

Reliability 43

Correlations 43

Mediation analysis 44

Ethical considerations 46

Chapter four: Results 48

Descriptive statistics (Normality tests). 48

Hypothesis testing 49

Secondary Analyses 62

Chapter four: Discussion 85
RIM and work engagement 86
RIM and sense of belonging. 91
Sense of belonging and work engagement 95
Sense of belonging as a mediator between RIM and work engagement. 95
Differences in levels of RIM, work engagement and sense of belonging at work 96
Limitations and recommendations for future research 98
Conclusion 100
References 103

List of Tables

Table 1. Sample characteristics: gender 34

Table 2. Sample characteristics: ethnicity.....35

Table 3. Sample characteristics: age.....35

Table 4. Sample characteristics: educational qualification 36

Table 5. Sample characteristics: home language 36

Table 6. Sample characteristics: tenure 37

Table 7. *Sample characteristics: managerial position* 37

Table 8. *Sample characteristics: perceived proportions of Black in organisations*.....37

Table 9. Cronbach alpha coefficients for the main variables 40

Table 10*:* Criterion for interpreting Cronbach's alpha co-*efficient* 40

Table 11*. Descriptive statistics for variables in the study* 48

Table 12*. Pearson correlations (r) between the main variables* 51

Table13*: Residual statistics for IV and DV variables.* 54

Table 14*: simple regression results between RIM and work engagement* 55

Table 15*: Residual statistics for IV and MED variables (RIM *SOB)* 56

Table 16*: Simple regression results between RIM and sense of belonging (SOB)* 57

Table 17*: Residual statistics for MED and DV variables (SOB *Work engagement)* 58

Table 18*: Simple regression results between RIM and sense of belonging (SOB)* 58

Table 19: *Multiple regression results between affiliation, sense of belonging and work engagement.* 60

Table 20*: Multiple regression results between racial humour, sense of belonging and work engagement.* 61

Table 21: *Levene's test of homogeneity of variances for organisation tenure variable.*.....63

Table 22: *One-way AVOVA results: organisational tenure.* 64

Table 23a*: LSD Post-Hoc comparison results: overall work engagement based on organisational tenure.* 67

Table 23b: *Descriptive statistics for overall work engagement pot hoc analysis* 69

Table 24a: LSD Post-Hoc comparison results: vigour based on organisational tenure. 70

Table 24b: *Descriptive statistics for vigor pot hoc analysis* 72

Table 25a: LSD Post-Hoc comparison results: dedication based on organisational tenure. ..73

Table 25b: *Descriptive statistics for dedication pot hoc analysis* 75

Table 26a*: LSD Post-Hoc comparison results: absorption based on organisational tenure.* ...76

Table 26b: *Descriptive statistics for absorption pot hoc analysis*.....78

Table 27a: *LSD Post-Hoc comparison results: Sense of Belonging based on organisational tenure*.....79

Table 27b: *Descriptive statistics for sense of belonging pot hoc analysis* 81

Table 28: *Levene's test of homogeneity of variances for proportion of black people in the organisation variable.* 82

Table 29: *Welch's statics for racial humour*.....82

Table 30: *One-way AVOVA results: proportion of black people in the organisation.* 83

List of Figures

Figure 1: Model for the current study. 30

Figure 2: Histogram for overall work engagement.....129

Figure 3: Histogram for Vigour 129

Figure 4: Histogram for Dedication.....130

Figure 5: Histogram for Absorption 130

Figure 6: Histogram for Affiliation 131

Figure 7: Histogram for Racial-humour 131

Figure 8: Histogram for Enhancement.....132

Figure 9: Histogram for Avoidance 132

Figure 10: Histogram for sense of belonging.....133

Chapter one: Introduction

Organisations are said to be highly socialised institutions characterised by tacit and implicit structures, systems, policies, cultures and beliefs that shape, influence and define what is regarded as normative organisational behaviour (Dennard, 2017). A positive organisational psychology researcher Roberts (2005) adds that, these socially constructed meanings of normative organisational behaviour move to inform the manner in which racial, ethnic and cross-cultural interactions occur for organisational employees on an interpersonal basis. When negative characteristics or behaviours are associated with one's social identity group membership such as ethnicity, Morgan (2002) suggests that identity devaluation, stereotyping and discrimination occurs and this can undermine colleagues' and constituents' perceptions of one's character, competence and commitment. In multicultural organisational settings where assimilation to the normative values and behaviour is expected, employees of the undervalued and less dominant ethnic groups often engage in enduring processes of social identity negotiation and construction. "Identity negotiation often occurs within an organizational context where the significance of physiological differences is often magnified and can thus be a unique source of the stress or additional pressures that racial minorities experience" (Dennard, 2017, p.2).

Racial and ethnic interactions in multicultural organisations speaks to the embedded social hierarchy, embedded significance of privilege and power and facilitates the current and historical distinctions of high and lower status social identity groups. Social identity refers to "that part of an individual's self-concept which derives from his knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership" (Tajfel, 1978, p.63). Therefore, it is important to explore how these multicultural organisations approach diversity and inclusivity.

The current study thus focuses on inclusivity in diverse organisations in South Africa and explores how Black professionals within these organisations manage their professional identities and navigate these multiracial dynamics at work. Dennard (2017) emphasised that for organisations to remain competitive in a demographically evolving society, organisations must put efforts into creating working environments that are welcoming and inclusive of the

increasingly diverse workforce. In order to understand the significance of ethnicity and race in organisations as they relate to the experiences of Black professionals in South Africa, it is first important to understand the history of unequal relations between the Black and the White professionals. As Markus (2010) noted "When people of colour claim association with a particular racial group, they are often acknowledging, as a part of their identities, the history of unequal relations between their group and a dominant group" (p. 371).

The history of South Africa is a chequered one characterised by racial and ethnic discrimination, exclusion and conflict. South Africa was in the past ruled by a socio-political system called the Apartheid. The Apartheid system was grounded on the model of oppression of the Black ethic group, which was inclusive of the Black African, Coloured and Indian ethic groups. This system denied all non-white ethic groups access to opportunities while it reserved economic, political and social privilege for White South Africans (Adams, Van de Vijver & De Bruin, 2012). The White ethnic group in South African refers to those who were political and economically dominant during the apartheid and were given job preferences and access to good education opportunities (Adams et al., 2012).

While Black people refers to an ethnic group which is inclusive of Black African, Indian and Coloured ethnic groups who were by law or tradition, politically, socially and economically discriminated against and identify themselves as a unit in the struggle against the Apartheid and strive towards the realisation of their aspirations (Biko, 1971). Thus, in the South African context "ethnic identity is related to the way in which individuals and groups overcome this degradation of their ethnicity" (Adams et.al, 2012, p. 378). Black people, people with disabilities and women were purposefully denied the opportunity to fully participate and contribute in the labour market (Holness, 2016).

In 1994 at the dawn of Democracy, the new government identified the need for transformation and implemented policies such as Employment Equity Act 55 of 1998, Black Broad Based Economic No 53 of 2000 and Affirmative Action to readdress the social inequality and facilitate a non-hierarchical, just and equal opportunities for every individual to participate in an inclusive society (Webster & Omar, 2003). The introduction of these policies were also part of the government's response to redress the racial imbalances in the

workplace. The democratic government is focused on shifting power relations by removing the white dominant cultural, political and social norms and engage in the building of the new norms and structures of equality with regards to training, education and employment (Albertyn, 2007). In the context of the labour market, the goal of transformation is to create organisational spaces that work towards creating equality, efficiency, equity and productivity (Horwitz, Browning, Jain & Steenkamp, 2002). Thomas and Robertshaw (1999) in their book published in South Africa on effective strategies of achieving employment equity, stated that transformation requires a working environment culture to be free of discrimination, reflective of the demographics of all people in a particular country and making diversity both a norm and economic necessity. Transformation seeks to develop an environment where individuals can be able to function to their full potential thus contributing to the effective functioning and objectives of an organisation (Zulu & Parumasur, 2009).

However, it has been 25 years since the enactment of the first employment equality legislation (Employment Equity Act of 1998) in South Africa, there is still resistance to fully embrace transformation and the labour market still suffers from the effects of Apartheid (De Koker, 2011). In a qualitative study on men, movements and gender transformation in South Africa, Morrell (2002) argues that South Africa is still very far from achieving a fully transformed workforce given that women, disabled people and Black people still remain at the bottom in most aspects of employment equity.

The majority of the Black group are still employed in semi-skilled and unskilled job positions due to the consequences of the Apartheid. Only a few people from the Black group have established themselves in managerial positions and middle-class professions. According to the South African Employment Equity Commission report of 2018, about 67.7% of top management positions are still occupied by the white group, 14.3% by the Black African group, 9.4% by the Indian group and 5.1% by the Coloured group. 72.2% of these top management positions are occupied by males, while only 22.9% are occupied by females and people with disabilities only constitute 1.3%. The majority of the Black African group (78.6%) occupy semi-skilled job positions while whites occupy only 2.9% of these job positions, this is inclusive of both private and public sector. Black people are underrepresented in top and senior management positions in the private sector, NGOs and educational institutions.

Part of this slow-paced transformation could be because discrimination and stereotyping still exist in workplaces today. The Black ethic group is living the consequences of apartheid in their daily lives and are carrying judgements of each other which take the form of stereotypes (Biko, 2017). Black people are still seen in terms of stereotypes and not through their humanity. The Black ethnic group is stereotyped as being lazy and incompetent, corrupt, lack management astuteness and are irrational and act based on instincts (Biko, 2017). These are some of the stereotypes that were the backbone of the apartheid government's attempt to support discriminatory laws and diminish the identity and capabilities of Black people. The white people and professionals were regarded as all-knowing and powerful and this stereotype continue to define many racial and ethnic interactions and normative organisational behaviours. Racial stereotyping may be the primary cause of the view of "us'' and "them" that continues divide people in organisations and in society at large.

In order to establish their professional credibility and debunk the stereotypes associated with them, Black people may often engage in strategic presentation and management of their identities at work (Morgan, 2002). Morgan (2002) explained that this process of engaging in identity negotiation and combating these stereotypes maybe an exhausting and burdensome one for professionals who identify with the previously disadvantaged, discriminated against and negatively stereotyped ethnic group. This may also impact on their sense of belong in their organisations and work engagement. The objective of this research report is to examine how such racial-based impression management (RIM) strategies (avoidance, affiliation, racial humour, and enhancement) are related to the sense of belonging and work engagement (vigour, dedication, absorption) of Black professionals in organisations in South Africa.

Black people continue to enter organisations and diversity continues to become increasingly prevalent. Roberts (2005) suggests that "organizational members must learn how to effectively navigate their interactions with people from different cultural backgrounds so that they can build credibility, form high-quality relationships and generate high performance outcomes with their constituents" (p. 685). Although research scholars (Mtshelwane, Nel & Brink, 2016; Dondolo, & Chinyamurindi, 2018) have noted use of impression management more generally by employees in organisations in South Africa for various purposes, it is surprising that no research was found at the time of writing this study on how South Africans use impression management to manage and negotiate their racial identities in these

increasingly diverse organisations. Most research on the use of (RIM) strategies by minorities stems from USA literature. This study contributes to the existing body literature, practice, theory and scholarly conversations on diversity and inclusion in organisations, RIM and associated challenges by focusing on a non-western context, South Africa.

Furthermore, the process of navigating cross cultural interactions in the workplace where differences are often magnified, can be an exhausting and stressful one, thus having serious implications on one's health and wellbeing (Morgan, 2002). It was hypothesised that the lack of sense of belonging is a vulnerability factor or the precursor for depression (Hagerty & Patusky, 1995). In a study on social and psychological functioning and sense of belonging by Choenarom, Williams and Hagerty (2005), the results indicated that both social and psychological functioning were related to sense of belonging, with increased sense of belonging indicating better functioning. Also, higher work engagement levels are suggested to foster positive emotions and satisfaction, thus enhancing well-being (Upadyaya & Salmela-Aro, 2013). High levels of occupational stress can result in work disengagement and negative health and wellbeing outcomes. Therefore, understanding the relationship between RIM strategies, sense of belonging and work engagement could help us make recommendations on interventions that could effectively help individuals cope with stressors and improve their well-being in work organisations.

This introduction chapter provided an overview of the rationale about the background of the study, statement problems, objectives and potential contributions of this study. In the four chapters that follow, firstly, there is an overview of the literature, empirical studies and the theories that form the foundation for understanding the main variables, RIM work engagement and sense of belonging is provided. Secondly, the research design that was adopted for this study is outlined. This is followed thirdly by the findings in the study. Lastly, this report concludes with a discussion of the overall findings, the practical implications of the results, the limitations and the recommendations for future research are provided.

Chapter Two: Literature review

This section provides an overview of the existing knowledge/literature on the main variables in the current study: RIM, sense of belonging and work engagement. It explored and examined the conceptual and theoretical foundations of these variables, previous empirical research and seminal work associated with each variable. It provides a theoretical base that underpins this study, which informs our understanding for why the variables could be related. It further highlights the gaps that exist in the RIM, sense of belonging and work engagement literature and how this current study will attempt to contribute to the existing literature on the variables under study.

2.1. Impression management.

Our differences can make us extraordinary, special and make the perceptions that others form of us valuable – however they can also make us lonely, insecure and to never feel comfortable to fully share with others who we truly are (Morgan, 2002). Most people become interested at the prospect of how others evaluate them because they can never be fully certain of how their differences are perceived (Leary & Kowalski, 1990). As a result, people develop ongoing interests in monitoring and managing impressions others make of them and often try to present images of themselves that promote favourable outcomes (Mtshelwane, Nel, & Brink, 2016). Impression management is a conscious or unconscious process in which individuals seek to convey a favourable image of themselves to the public in order to encourage positive outcomes (Mtshelwane et al., 2016).

Impression management attempts are rooted in the perception of discrepancies between one's actual image and their desired image (Leary & Kowalski, 1990). The RIM study among Black physicians in the United States of America (USA) by Morgan (2002), indicated that individuals engage in impression management to reduce this discrepancy and downplay the salience of the devalued or undesirable nature of one's identity. There are three identified discrete processes that are involved in impression management: impression motivation, impression monitoring and impression construction (Leary & Kowalski, 1990).

Impression motivation refers to the reasons and situations that prompt people to engage in impression management. The study conducted by Stevens and Kristof (1995) revealed that job applicants in the USA engaged in impression management in order to improve their employability and obtain positive interview evaluation and outcomes. The Mtshelwane et al. (2016) study conducted within the South African Industrial and organisational psychology context, indicated that the Zulu ethnic group engaged in impression management to impress their colleagues and supervisors at work and to be perceived as hardworking and engaged with their work. Impression monitoring refers to people's cognitive awareness about how they are perceived as a result of their membership in a given social identity group. Empirical study carried out by Morgan (2002) supported the hypothesis that perceptions of racial discrimination and stereotyping significantly predicted the effort to employ RIM strategies by disadvantaged employees. In addition, they also indicated a positive association between perceived stereotyping and the social-recategorization (RIM strategy) effort.

Lastly, impression construction involves the identification of the kind of impressions that individuals wish to make and determining how they will go about doing so (Leary & Kowalski, 1990). Given the range of impression management strategies that individuals can choose to employ, they may use either traditional or social identity-based impression management strategies. Organisational psychology researcher Roberts (2005) mentioned that through traditional impression management strategies, an employee may represent themselves in a negative way to create lower expectations of their performance that fellow colleagues may have of them. For example, employees may broadcast limitations, display bad attitudes, feigned demonstrations of incapability or even make false claims. Contrary wise, employees may draw attention to their personal accomplishments as to be perceived as being more intelligent and competent. Mtshelwane et al. (2016) found that the Zulu ethnic group used integrity, skilfulness and conscientiousness as the main tactics to impress their supervisors and employees.

With respect to social identity-based impression management strategies, Kaiser and Miller's (2002 as cited in Roberts, 2005)'s study on American college students revealed that female students who had expectations of being evaluated by a biased male professor wrote essays that were less feminine, less family orientated than students who did not have such

expectations. In the RIM study among Black management consultants in the USA by Dennard (2017), it was noted that impression management is an iterative and continuous process and these three processes; impression motivation, impression monitoring and impression construction, are utilised to inform one another and to combat how people are being perceived by others.

2.2. Social identity-based impression management.

A social identity theorist Tajfel (1979) proposed that individuals seek to affiliate themselves with groups that are positively valued and distinctive. Members of the socially undervalued groups attempt to either improve the status of their groups, or affiliate themselves with the more positively valued groups in order to uphold their self-esteem. Social identity theory (SIT) is built around the idea that people tend to generally classify themselves into different social categories, which relate to their sexual orientation, gender, race, organisation, age group, religious affiliation, nationality and social class (Ashforth & Mael, 1989; Hogg, Terry & White, 1995; Stets, & Burke, 2000). This mental process is called self-categorisation.

The theory proposes that the way in which people perceive themselves and others is based on their unique characteristics and their membership of various social groups. In terms of this theory, a social identity refers to a person's awareness and knowledge that they belong to specific social identity groups. Social identity group is defined as a set of people who share common characteristics which include identification, cognitive abilities, personalities, norms, behaviours, perspectives and interests, among others (Hogg et al., 1995). People categorise themselves into social groups mainly for two reasons; Firstly, to locate and define themselves in their social environments. Secondly, to order and mentally segment the environments which they function in (Ashforth, & Mael, 1989). This process of categorisation helps people to understand their social environment and provide them with means and sense of viewing, defining and categorising others (Morgan, 2002).

Drawing from social identity theory, Morgan (2002) then coined the term social-identity based impression management (SIM) to define a distinct form of impression management which incorporates the traditional impression management and social identity theory. Morgan (2002) argued that SIT provides an alternative insight to explain how people may

respond to the image discrepancies that are induced by their social identity (Roberts, 2005). SIM is a form of impression management which is concerned with shaping the way others are perceived, based solely on their membership in social identity groups (Roberts, Settles & Jellison, 2008).

2.3. Racial-based impression management

The present study focuses on a distinct type of social based impression management namely; RIM. Roberts, Kim and Cha (2014) defined RIM as "the process of strategically manipulating racial identity display cues (e.g. physical appearance, public affiliations) and verbal disclosures in order to influence perceptions of racial identity group membership and characteristics" (p. 2). RIM is likely to be used other than traditional impression management in organisations where racial stereotyping and discrimination are prevalent and assimilation to the dominant culture is expected (Roberts, 2005).

In a RIM study of Asian American journalists, Roberts et al. (2014) identified four strategies that employees use to counteract racial devaluation at work namely; affiliation, enhancement, racial humour and avoidance. In terms of affiliation, individuals seek to avoid categorisation by attempting to emphasise other characteristics they have in common with the work group other than race. Enhancement includes "attempts to create more positive meanings around one's racial group through publicly embracing the identity, educating others about the positive attributes of the identity, and advocating on behalf of the group" (Roberts et al., 2014, p. 2). Racial humour can be perceived as an integration tactic, it involves one's attempt to debunk racial meanings and stereotypes around one's social identity group in a joking manner (Roberts et al., 2014). Lastly, "Avoidance involves actively suppressing or downplaying race, to avoid racial categorisation at work" (Roberts et al., 2014, p.2).

Morgan (2002) further noted that people engage in impression management for several reasons. In the literature that exists on impression management theory, the focus was mainly placed on how individuals present themselves for creating desired images and receiving favourable outcomes. These reasons mostly in organisational context, include performance ratings, supervisor and subordinate relations, selections into job positions, supervisor's liking

and organisational citizenship. Relatively few studies on impression management have addressed how individuals engage in the self-presentation process in order to counter effects of discrimination, devaluation and negative stereotyping which are associated with their identification with a particular social identity group (Morgan, 2002). This is still the case today in South Africa.

Organisational psychology researchers (Dondolo & Chinyamurindi, 2018; Mtshelwane et al., 2016) have noted the use of impression management by South Africans in organisations. Dondolo and Chinyamurindi (2018) explored the use of impression management in recruitment interviews by employees at higher education institutions in South Africa. Mtshelwane et al.'s (2016) study that was conducted on the Zulu ethnic group explored the use of impression management for superior's and employee's likings. The results indicated that the Zulu ethnic group used integrity, skilfulness and conscientiousness as the main tactics to impress their supervisors and colleagues. However, no research was found that focused specifically on RIM in organisations in South Africa. Most research on the use of RIM stems from USA literature. For example, the study that was conducted by Morgan (2002) examined RIM among Black physicians in training in the USA. Roberts's et al.'s (2014) study examined the use of RIM in the workplace by Asian American journalists. Roberts et al. (2008) explored the use of RIM in USA Black medical students. Dennard (2017) examined the use of RIM among Black management consultants in the USA.

Although these studies have made a significant contribution in advancing our understanding of RIM, research on workplace RIM has focused on the Western, Educated, Industrialised, Rich and Democratic (WEIRD) samples and has not been empirically examined in other contexts. Therefore, the generalisability of the findings in these studies might be limited, and not applicable to South Africa given the unique nature of the challenges that are distinct to the country. The current study is thus important because it looks to extend our understanding of RIM in a non-WEIRD sample. This study aims to contribute to the existing body of research on diversity and inclusion in organisations, impression management and workplace racism.

Also, it was mentioned that employees are susceptible to being negatively stereotyped in organisations where they are the minority due to less cultural and demographic integration

(Cohen & Swim, 1995). In the USA black people are the minority and white people are the majority, while in South Africa it is the opposite. Majority of Black professionals in South Africa have to fit in organisations often run by minority white leaders. It is therefore unclear on how findings in the existing RIM literature would relate to the South African context, where majority of Black professionals are also susceptible to negative stereotyping and marginalisation from minority white leaders. Additionally, given the collectivist culture of South African society versus the individualistic one of the USA, this study is important in order to understand whether difference in cultures would affect impression management strategies that negatively stereotyped professionals use to fit in.

2.4. Work Engagement

There are a number of widely accepted definitions and conceptualisations of the term employee engagement in the existing literature. In the human resources development (HRD) literature this term has been widely defined as "an individual employee's cognitive, emotional and behavioural state directed towards desired organisational outcomes" (Shuck & Wollard, 2010, p. 103). Sia, Sahoo and Duari (2015) further pointed out four main approaches in which employee engagement is understood, explained and defined; Kahn's (1990) need satisfying approach, Maslach, Schaufelli and Liter (2001) burnout-antithesis view, satisfaction engagement explanation (Harter, Schmidt & Haye, 2002) and Saks's (2006) multidimensional view of engagement.

Employee engagement from the need satisfying approach is defined as "the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, personal presence, and active full role performances" (Kahn, 1990, p. 700). This approach suggests three dimensions in which employees remain engaged with their work; physically, cognitively and emotionally. Physical engagement looks at the willingness and extra effort put to perform beyond the required standards and going an extra mile for the employing organisation. Cognitive engagement refers to employee's ability to focus hard while at work. Emotional engagement is characterised by the affective involvement that one shows towards their work. From the three dimensions, it is evident that Kahn (1990) conceptualises engagement as a state of internal being that is affected by forces and factors that are external to employees (Shuck, 2011).

From the burnout-antithesis view, engagement is perceived as the positive opposite of burnout. In order to provide evidence that the Maslach Burnout Inventory can be used as an engagement instrument, Schaufeli et al. (2002) conducted a study in which they explored the relationship between burnout and work engagement with a sample of employees and university students in Spain. Their results indicated a negative relationship between the two variables (r = - 0.61). This state of employee engagement was then adopted and named work engagement. According to Schaufeli et al. (2002) work engagement refers to "positive, fulfilling and work-related state of mind that is characterised by vigour, dedication (efficacy) and absorption" (p. 74). They explained that vigour is marked by to increased energy levels, enthusiasm during work and mental resilience. It is marked by increased persistence, effort and involvement in one's work regardless of the challenges they may encounter. Dedication is a strong a sense of pride, willingness, inspiration, significance and challenge (Maslach et al., 2001). Lastly, Coetzee and de Villiers (2010) explained that absorption is characterised by increased levels of effortless concentration and focus during tasks or an individual who is fully captivated by the work they do.

From satisfaction engagement perspective, "employee engagement refers to "the individual's involvement and satisfaction with as well as enthusiasm for work" (Harter et al., 2002, p. 276). In the final approach, the multidimensional view of employee engagement, employee engagement refers to "a distinct and unique construct consisting of cognitive, emotional, and behavioural components associated with individual role performance" (Saks, 2006, p. 602). Based on the multidimensional view of engagement, Saks (2006) suggests that employee engagement develops through social exchange and proposed two distinct states in which engagement can be witnessed namely: organisational engagement and job engagement.

Based on the above definitions, there appears to be one point of agreement that the conceptualisation of employee engagement involves a positive psychological state of motivation with work-related behavioural manifestations. In a nutshell, the term work engagement comprises of attitudes of employees, the psychological state and observable behaviour that contributes positively to the effective functioning of the organisation (Messara, 2014). Jones and Harter (2005) also pointed out that implicit in these definitions is

that employee engagement happens regularly and is actively applied through work related behaviours by employees. This was supported by Schaufeli et al. (2002) when they emphasised that it is important to note that work engagement is not solely restricted to a single event, it is rather an affective cognitive state that is persistent and pervasive.

In all these conceptualisations of employee engagement, a final point is present, namely that engagement is linked with positive organisational outcomes and has benefits for the individuals experiencing it (Jones & Harter, 2005). Bakker and Demerouti (2008) noted that employees with high levels of work engagement are characterised by focused attention and show connections with their duties. Bakker and Demerouti (2008) further explained that employees who are engaged experience positive feelings which facilitate optimism, contagious enthusiasm, gregariousness, confidence and open-mindfulness. Increased work engagement is associated with the development of healthy life habits and increased wellbeing (Harter et al., 2002).

Organisational benefits resulting from having engaged employees includes increased productivity, low absenteeism rates, organisational citizenship behaviour, customer satisfaction, profitability, employee retention and improved job performance (Jones & Harter, 2005; Shuck, 2011; Sia et al., 2015; Wollard, & Shuck, 2011). As a result, the majority of work organisations hold the belief that engaged employees are a leading source of competitive advantage in the current ever evolving international free-agent talent market which is characterised by knowledge that has become organisational commodity (Shuck, 2011). In addition, organisations are also cognisant of the need to attain a competitive advantage through having engaged employees and are characterised by high energy levels (Bakker, Albrecht & Leiter, 2011).

The present study adopted the burnout-antithesis view of employee engagement approach that was suggested by Maslach et al. (2001). This perspective not only considers the role of wellbeing as both an aspect and function of work engagement, but also considers engagement as a strategy to optimise human strength. Moreover, it is noted in research that the Utrecht Work Engagement Scale is the widely used measure of work engagement. It has also been shown to be both reliable and valid within a South African context (Storm &

Rothmann, 2003). It is therefore believed that the burnout-antithesis employee engagement perspective is the most suitable theoretical approach to examine the effects of RIM on work engagement in the South African context.

2.5. RIM and Work Engagement

Although RIM scholars have explored other positive work outcomes as such as career satisfaction, job performance and job satisfaction (Morgan,2002), at the point of this review, no study was found which has explored and empirically tested the association between work engagement and RIM. The relationship between RIM and work engagement has been alluded to when RIM scholars investigated the impact of RIM on work performance. Work engagement in the reviewed RIM literature is seen through the same lens as work performance (Morgan, 2002). Low work performance is seen as an indicator of low work engagement (Roberts, 2005). It is argued that individuals who experience negative stereotypes and focus their energy on RIM, have reduced capacity to excel in the work (Roberts, 2005; Morgan, 2002). It is therefore important to assess empirically the association between RIM and work engagement because work performance and work engagement are two separate concepts.

Furthermore, while there are studies which explored factors that may negatively or positively affect work engagement (Bakker et al., 2009, Gupta & Kumar, 2012; Mauno, Kinnunen & Ruokolainen, 2007), little attention has been devoted to identifying factors which may influence work engagement in devalued, stigmatised or discriminated against social identity groups. A number of studies have been attempted to understand the impact of discrimination on work engagement, Sia et al. (2015) explored the effect of gender discrimination, ageism (Bayl-Smith & Griffin, 2014; James, McKechnie & Swanberg, 2011), MacIntosh (2012) explored workplace bullying, religious discrimination (Messarra, 2014), and Jones and Harter (2005) shed light into effects of racial discrimination.

All the studies mentioned above relating to work engagement and some form of discrimination in socially devaluated or stigmatised groups have been conducted in economically developed countries and on WEIRD samples. Little is known about the impact of discrimination, stereotyping or devaluation on work engagement in developing counties

like South Africa, with non-WEIRD samples. Given that Morgan (2002) proposed that RIM is a means of ameliorating the unfavourable effects of racial devaluation, discrimination and stereotyping, it is important to explore how engaging in this process may impact on work engagement and/or on the well-being of Black professionals in South Africa.

Impression management is associated with positive outcomes in that when it is managed successfully, it can increase social self-confidence and psychological comfort (Goffman, 1967). Morgan (2002) suggests that individuals may utilise the traditional self-presentation strategies as part of RIM to enhance their non-stereotypical characteristics. For example, she mentioned that usually Black parents in America advice their children to counter racial discrimination by working twice as hard as their White counterparts, being persistent and to strive for excellence. Therefore, in order to negate the negative stereotypes and create a favourable image within the workplace context, the negatively stereotyped employees may adopt a similar strategy and attempt to outperform their fellow White colleagues. It is therefore most likely that professionals who utilise attempts to out-perform their colleagues as a RIM strategy will show higher levels of engagement with their work.

Yet, RIM may also have detrimental outcomes on employees and their organisations, due to cognitive distraction. Morgan (2002) also added that engaging in RIM may be a source of psychological stress which can result in a negative impact on one's wellbeing and work outcomes. It is suggested that the process of engaging in RIM is a form of emotional labour, as it is emotionally and cognitively taxing due to the amount of effort, identity negotiation and attention it can requires (Morgan, 2002). This is in line with Steele (1999) who argued that the process of managing the impressions of one's social identity is cognitively demanding and put individuals under a cognitive strain and indirectly distract individuals from focusing and performing other tasks. Other theorists, including Dickens and Dickens (1991) and Thomas (1993), also added that professionals who experience negative stereotyping often invest a lot of energy in impression management. As a result, this reduces their capacity to perform at an optimal level in their jobs. It is therefore argued that increased levels of psychological stress, emotional labour and cognitive demands that come with engaging in RIM may impact negatively on one's work engagement.

It is important to also take into consideration that individuals will differ in the kind and/or extent of RIM strategies they may utilise, to manage the impression of their identities at work. This is based on contextual demand and may lead to different personal outcomes (Morgan, 2002). It was stated that persons who identify less with their racial group are most likely to utilise self-presentation strategies that de-emphasise their race (Morgan, 2002). Based on the above, it is suggested that individuals who utilise strategies that de-emphasise their race (i.e. avoidance and affiliation) may experience negative outcomes, such as work disengagement, when negative stereotyping and/or discrimination is prevalent in their workplace. This is because such discrimination and stereotyping may interfere with their desire to highlight their similarities with employees of other racial groups and to suppress their race. Also, they may invest more efforts in impression management because these strategies are inconsistent with their identity. The following hypothesis were then proposed:

H1a: RIM (avoidance) is negatively related to Work engagement (Vigour, absorption and dedication).

H1b: RIM (affiliation) is negatively related Work engagement (Vigour, absorption and dedication).

On the other hand, individuals who employ racial humour and enhancement may experience positive outcomes because these strategies are associated with authentic self-expressions and strong identification with their identities (Morgan, 2002). It was stated that individuals who strongly identify with their racial group will feel confident with engaging in impression management and put less effort into it because claiming their racial identity publicly is consistent with their self-concept (Roberts, 2005). More specifically, employees who employ racial humour and enhancement strategies engage less in emotional labour, because the emotions they display publicly are consistent with the internally felt ones. This is in line with Creed and Scully (2002), who proposed that with regards to SIM, employees who enact their authentic selves at their workplace devote less energy and time to guarding themselves against racial stigmatisation and as a result contribute more fully to their organisations. The following hypotheses were thus proposed:

H1c: RIM (racial humour) is positively related to Work engagement (Vigour, absorption and dedication).

H1d: RIM (enhancement) is positively related to Work engagement (Vigour, absorption and dedication).

2.6. Sense of belonging

Tajfel (1979) proposed that identifying with a group (e.g. organisations, family, social class) is an important source of pride and self-esteem, and this provides a sense of belonging and a sense of identity in the world. Maslow (1954 as cited in Ashforth, Harrison & Corley, 2008) described belonging as one of the basic human needs. Anant (1966) referred belonging as a person's sense of personal involvement in a social system, where they feel they are an integral and essential part of that system. Kestenberg and Kestenberg (1988) conceptualised belonging as comprising of two defining features namely: objective relationships and identity fit. Objective relationships refer to the experiences of being needed, valued and accepted by other groups, people or environments. While, identity fit defines a person's perceptions that their characteristics are similar/congruent with those of the system/environment or of the people that belong to the system/environment. According to Hagerty et al. "Sense of belonging is defined as the experience of personal involvement in a system or environment that persons feel themselves as an integral part of the system or environment'' (p.173).

In an organisational setting, sense of belonging involves "The feeling, belief, or expectation that one fits in and has a place within the group; a feeling of acceptance by the group, and a willingness to sacrifice for the group" (Fan, 2013, p.131). In a phenomenological study of experiences of organisational belonging of teleworkers in the USA, Belle (2014) also emphasised that belonging in organisations is associated with experiences of attraction and a sense of membership and fit with the organisation and employees. These are important for congruence, cohesion building, reduced in-group conflict, improved motivation and other positive work outcomes.

According to Belle (2014), organisational belonging and how employees feel about their organisations mainly involves employee's perception of been valued and involved and the presence of social support. Key notions such as acceptance, valued differences, invitation, negotiation and interpersonal relations are some aspects that provide a sense of belonging in organisations. Sense of organisational belonging is realised when individuals in the workplace are treated as insiders within the work group and experience feelings of

completeness and wholeness at work (Belle, 2014). Central to the above definitions of sense of belong is perceived fit and valued involvement with an organisation.

In a study that Fan (2013) conducted to explore the sense of belonging of employees in a beauty salon in Taiwan, it was proposed that improving sense of belonging of employees in organisations triggers positive work-related behaviours and increased motivation. Harris and Cameron (2005) consider organisational identification as one of the important concepts which corresponds with sense of belonging in organisations and through which employees show psychological attachment to the organisation. Ashforth et al. (2008) added that identification is associated with oganisational citizen behaviour and ingroup bias (that is, outgroup discrimination and ingroup favouritism). On the other hand, in a qualitative study on the search for an analytical framework for sense of belonging, (Antonsich, 2010) noted that an absence of sense of belonging is associated with sense of isolation, loneliness, alienation, exclusion and displacement. Jayaweera and Choudhury (2008) emphasized that if an individual feel rejected, not valued or unwelcomed in their system or environment, their sense of belonging to that system would inevitably be spoiled.

2.7. Sense of belonging and RIM

There is a wide range of literature which has advanced our understanding of the construct of sense of belonging in organisations (Anant, 1996; Antonsich, 2010; Belle, 2014; Fan, 2013; Hagerty et.al, 1992; Harris & Cameron, 2005; Jayaweera & Choudhury, 2008; Riketta, 2005). However, at the time of writing this report, no study was found which explored the relationship between RIM and sense of belonging. This study aims to further advance our understanding of sense of organisational belonging by explaining how this construct is associated to RIM. As noted earlier, people's perceptions of their sense of belonging in an environment/system is influenced by the kind and strength of relationships they have within that environment and perceived fit (Winter-Collins & McDaniel, 2000). Burke and Reitzes (1991) thus posit that the more valued relationships which are important to one's identity, the better the chances that an individual will affirm their identity (sense of belonging).

Kreiner and Ashforth (2004) further emphasised that the more identity perceptions are densely articulated and widely shared by a group, the stronger their identity is and potential

identification with that group. Bell (2014) further added that, in addition to valued relationships and perceived fit, the notion of sense of belonging is also characterised by being valued, accepted with differences and allowed to embrace one's uniqueness within the work group. However, Antonsich (2010) notes that the problem is that in multicultural settings, the dominant ethnic group tends to perceive the idea of belonging with sameness and this prevents the embracing of uniqueness and any recognition of difference. In situations where this occurs, in order to belong, one needs to adopt/assimilate to the identity of the dominant ethic group (Antonsich, 2010). This is in line with the notion of belonging from the social identity perspective.

According to Social identity theory, belonging to an organisation requires members of the organisation to conform to the normative expectations and values and consequently one's uniqueness becomes less important (Stets & Burke, 2000). Based on this perspective, the only way to experience a sense of belonging requires individuals to identify or aspire to identify with the dominant (in-group), while people who do not identify with this group may experience sense of alienation or exclusion. As Hou and Fan (2010) noted, part of belonging is to distinguish between those who are part of a system/environment/group from those that are not. It can thus be argued that individuals who feel the need to engage in RIM are those that do not perceive a sense of belonging within their organisations or do not identify with the dominant group. As a result, they engage in RIM due to their need to belong, to be valued, for their difference to accepted/appreciated, and to perceive a sense of fit and identification with the organisation. Based on the above, these hypotheses were proposed:

H2a: Sense of belonging at work is negatively related to RIM (avoidance).
H2b: Sense of belonging at work is negatively related to RIM (affiliation).
H2c: sense of belonging at work is positively related to RIM (racial humour).
H2d: sense of belonging at work is positively related to RIM (enhancement).

2.8. RIM, sense of belonging and work engagement

The relationship between the above variables can further be conceptualised and understood through the Tajfel and Turner's (1979) SIT. According to self-categorisation process of the SIT, when people view and perceive others, they instantly categorise them in terms of their

distinct or common social identity group membership, thus distinguishing them into in-group and out-group members, or “us” and “them”. In-group members includes individuals with common identities or interests and are often associated with favourable outcomes. The out-group refers to a group of individuals who do not belong to or identify with a specific in-group, and are often viewed less favourably (Tajfel, 1979).

The consequence of self-categorising is an accentuation of the perceived differences and similarities between in-groups and out-groups, and these become the basis of prejudice, discrimination and stereotyping (Tajfel, 1979). Biilig (2002) mentioned that in prejudices thinking, people form a sense of who they are in the social world as a result of self-comparison of the two groups. In the process of self-comparison, judgements are made about members of the other groups in ignorance of their individual characteristics. Those in the out-groups are then viewed and judged negatively and stereotyped unfavourably simply because they belong to the out-group. As a result, the outcomes that are associated with being in the in-group and out-group have an influence on how people behave in an organisation.

If employees identify with the in-group within an organisation, they are likely to achieve a sense of belonging with the organisation. Fiol and O’Connor (2005) noted that to self-identify, which is to have a sense of fit and membership in an organisation is associated with positive work-related outputs, such as increased employee compliance, improved motivation, job satisfaction and reduced conflict. Therefore, it can be argued that individuals who experiences a sense of belonging in an organisation will have increased levels of work engagement. On the contrary, members of the out-group are less likely to experience sense of belonging and membership in an organisation and consequently have a low levels of work engagement. However, in the multicultural South Africa context where there is no clearly defined in majority and minority group status, identity groups that emphasises inclusiveness will inform stronger out-groups and weaker in-groups orientations (Adams et al., 2018). Following this, these hypothesis was proposed:

H3: Sense of belonging at work is positively related to work engagement (Vigour, absorption and dedication).

As a result, it can be argued that when a person belongs to the out-group or the socially devalued identity group. They will engage in RIM to seek to change negative perceptions of the social identity group to those that are viewed more positively. Alternatively, they may attempt to affiliate with a different group which is viewed more favourably (in-group). Essentially, employees will engage in RIM as a way to acquire a sense of belonging. In a nutshell, I argue that engaging in RIM will influence employee's work engagement, however, employee's choice or behavioural intentions to engage in RIM will be influenced by their sense of belonging within that organisation. This led to the following hypotheses:

H4a: sense of belonging at work mediates the relationship between RIM (avoidance) and work engagement (vigour, dedication and absorption).
H4b: sense of belonging at work mediates the relationship between RIM (affiliation) and work engagement (vigour, dedication and absorption).
H4c: sense of belonging at work mediates the relationship between RIM (racial humour) and work engagement (vigour, dedication and absorption).
H4d: sense of belonging at work mediates the relationship between RIM (enhancement) and work engagement (vigour, dedication and absorption)

2.8. The current study

The current study aimed to provide additional research on RIM by focusing on the South African context. In addition, based on the above discussions and proposed hypotheses, this study aimed to explore the relationship between RIM, work engagement and sense of belonging and the nature of these relationships. As well as to establish whether the proposed relationship between RIM and sense of belonging is mediated by sense of belonging. The following research questions were proposed:

Research Questions

1. Is there a relationship between RIM strategies of affiliation, avoidance, enhancement and racial humour and work engagement?
2. Is there a relationship between RIM strategies of affiliation, avoidance, enhancement and racial humour and sense of belonging?
3. Is there a relationship between sense of belonging at work and work engagement?
4. Does sense of belonging mediate the relationship between RIM strategies of avoidance, enhancement, affiliation and humour and work engagement?

Sub research questions:

5. Is there a difference the in levels of RIM (Avoidance, affiliation, racial humour, enhancement), sense of belonging and work engagement (vigour, dedication, absorption) based on organisational tenure?
6. Is there a difference the in levels of RIM (Avoidance, affiliation, racial humour, enhancement), sense of belonging and work engagement (vigour, dedication, absorption) based on proportion on Black people in the organisation?

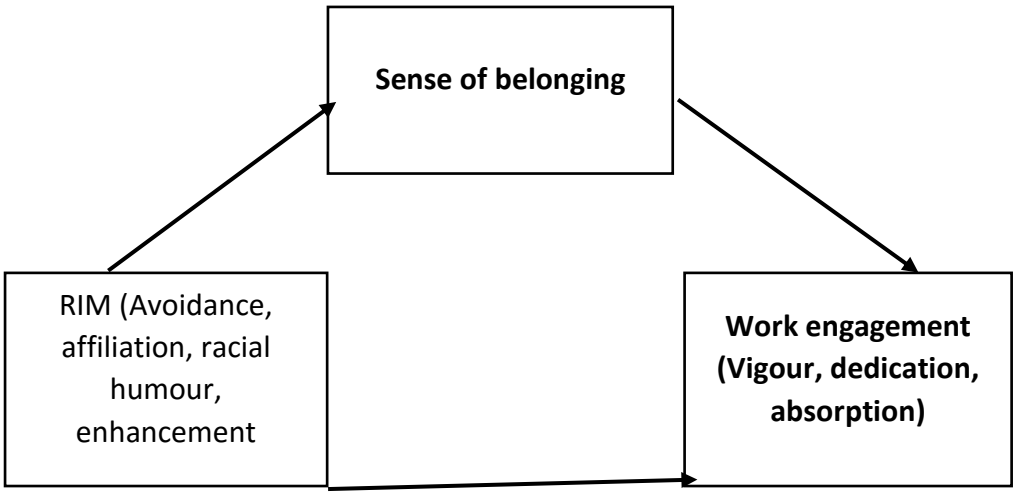


Figure 1: Model for the current study.

This literature review chapter has explored and examined the conceptual and theoretical foundations of these variables, previous empirical research and seminal work that has assisted in shaping and enhancing our understating of each variable under study. It has pointed out the gaps that exist in the literature and potential contributions of the current study. Research questions were drawn and possible hypotheses. The following chapter outlines and describes the methods adopted to conduct the current study.

Chapter three: Methodology

This chapter provides an outline of the research design that was adopted for this study, the description of the obtained sample and the sampling strategies used. Further, the instruments that were used, the procedure for the study, ethical considerations and the methods of data analysis used.

3.1. Research design

This study utilised a quantitative research design that was non-experimental, correlational, and cross-sectional in nature and operated within the positivist paradigm. The study was classified as quantitative because its core purpose was concerned with counting numbers of events, the volume and relationships between variables (Gelo, et al., 2008). The non-experimental nature of this study is attributed to the fact that there was no control or experimental group, no random assignment because this study was conducted using self-report questionnaires scales administered to one group (Cozby, 2009). Additionally, there was no manipulation of the independent variables, variables were studied as they existed.

This study was cross-sectional because data was collected at a single point in time (Johnson, 2001), involving Black Professionals within organisations in South Africa completing online questionnaires only once. This design was considered appropriate and useful for this study because of its advantageous nature of being cost and time efficient and easy to implement (Sedgwick, 2014). The design was appropriate for this study because it matched with the aims of this study. Sedgwick (2014) pointed out that cross-sectional studies are best suited for making inferences about associations and not causality because of their nature of recording information from each participant only once. Lastly, the current study was correlational because the researcher focused on collecting data in order to gain deeper insight into the degree to which RIM, sense of belonging and work engagement relate to each other within a real-world environment (Stangor, 2014).

3.2. Sampling and sample

In order to obtain the sample for the study, a combination of two non-probability techniques; purposive and snowballing was utilised. On the basis of non-probability sampling technique, participants were selected on the basis of their availability and willingness to participate (Laher & Botha, 2012). Etikan, Musa and Alkassim (2016) explained that purposive sampling involves selecting participants based on the characteristics that will suit the objectives of the study. Snowballing technique involves participants with whom contact has already been made with providing referrals to recruit other people who could potentially take part in the study (Etikan, Alkassim, & Abubakar, 2016).

The final sample for this study made up of 206 Black Professionals between the ages of 18 and 65 who are employed in skilled and middle or senior managerial level in a wide variety of organisations in South Africa. Professional employees in this study were conceptualised as individuals who are responsible for providing given services to their clients, (for example, customers or co-workers) and also individuals who are employed in occupations that are characterised by advanced training and education, controlled admission, code of conduct, formal testing of competence, professional associations and a responsibility to serve the public (Roberts, 2005). Formal employment as a professional and self-identification as Black were the only requirements for participation in this study. This sample was suitable for this study because it represented actual professional in the real-world work environments

A total of 212 questionnaires were accessed and completed, however 6 (2.91%) of the participants were excluded from the data analysis as they did not meet the inclusion criteria for participating in the study. Also, other 7 (3.39%) participants failed to answer some of the demographic questions. Nonetheless, these participants with some missing demographic information were included in the final sample as they did not have the potential to affect analyses. In terms of demographic characteristics, out of the all the 206 participants, the majority of the professional were female (62.6%) with males only constituting (37.4%) see Table 1.

In terms of ethnicity, the majority of the participants were Pedi (27.7%), followed by Zulu (14.6%), Indian (12.1%), Tswana (9.7%), Sotho (7.8%), Coloured (5.8%), Xhosa (4.4%), Ndebele (3.9%), Venda (3.9%), Shangaan-Tsonga (3.4%), Swati (2.9 %) and Shona (2.9%) (see Table 2). The majority of the professionals were aged between the ages of 25 – 34 (51.5%), followed

by 40 – 50 (16.5%), 35 – 40 (14.1%), 18 – 24 (11.2%) and then those who were over the age of 50 (6.3%) (See Table 3). With regards to educational qualifications, (38.3%) of the sample hold Postgraduate degrees, followed by Bachelor's degrees (27.7%), National Diploma (21.4%), National senior certificates (9.2%), higher certificates (1.5) and National Qualifications Frameworks ((NQF) 6 (0.5%) (See Table 4).

In terms of home language (28.6%) of the sample spoke Sepedi, (19.4%) English, (15.0%) IsiZulu, (8.7%) Setswana, (7.8%) Sesotho, (4.4%) IsiNdebele, (3.9%) IsiXhosa, (3.4%) Tshivenda, (2.9%) Xitsonga, (2.4%) Shona, (1.5%) Afrikaans, (1.0%) SiSwati and (0.5%) Hindi (see Table 5). The sample differed in terms of their tenure in their current organisations, with (21.8%) of professionals having reported to have been working in their current organisations for less than a year, (23.8%) for 1 to 2 years, (13.6%) for 3 to 5 years, (5.8%) for 4 to 5 years, (13.1%) for 6 to 10 years, (12.6%) for 11 to 15 years and those who have been in their current organisations for over 16 years constituted (9.2%) of the sample (See Table 6). Majority of the sample were employed at entry and middle level positions (67.5%) and only (32.0%) were employed in managerial positions (see Table 7). In terms of the proportion of Black people in organisations, the majority of the sample (51.9%) indicated there were many Black professionals in their organisations, (25.2%) indicated they constituted about half of the overall professionals, (14.6%) indicated that they were very few, (7.3%) indicated that all professionals were Black and (1.0%) indicated that they were none (see Table 8).

Table 1: *Sample characteristics: gender*

Gender	Frequency	Percentage
Female	129	62.6
Male	77	37.5
Total	206	100.0

Table 2: *Sample characteristics: ethnicity*

Ethnicity	Frequency	Percentage
Pedi	57	27.7
Zulu	30	14.6
Indian	25	12.1
Tswana	20	9.7
Sotho	16	7.8
Coloured	12	5.8
Xhosa	9	4.4
Ndebele	8	3.9
Venda	8	3.9
Shangaan-Tsonga	7	3.4
Swati	6	2.9
Shona	6	2.9
Missing	2	1.0
Total	206	100.0

**Note: missing indicates the number of participates who did not indicate some of the demographic variables.*

Table 3: *Sample characteristics: age*

Age group	Frequency	Percentage
18 – 24	23	11.2
25 – 34	106	51.5
35 – 40	29	14.1
40 – 50	34	16.4
50 +	13	6.3
Missing	1	0.5
Total	206	100.0

Table 4: *Sample characteristics: educational qualification*

Educational qualification	Frequency	Percentage
Postgraduate Degree	79	38.3
Bachelor's degree	57	27.7
National Diploma	44	21.4
National senior certificate	19	9.2
Higher certificate	3	1.5
NQF 6	1	0.5
Missing	3	1.5
Total	206	100.0

Table 5: *Sample characteristics: home language*

Home language	Frequency	Percentage
Sepedi	59	28.6
English	40	19.4
IsiZulu	31	15.0
Setswana	18	8.7
Sesotho	16	7.8
IsiNdebele	9	4.4
IsiXhosa	8	3.9
Tshivenda	7	3.4
Xitsonga	6	2.9
Shona	5	2.4
Afrikaans	3	1.5
SiSwati	2	1.0
Hindi	1	0.5
Missing	1	0.5
Total	206	100.0

Table 6: *Sample characteristics: tenure*

Tenure	Frequency	Percentage
< 1 year	45	23.8
1 – 2 years	49	28.3
3 – 5 years	28	13.6
4 – 5 years	12	5.8
6 – 10 years	27	13.1
11 – 15 years	26	12.6
16 + years	19	9.2
Total	206	100.0

Table 7: Sample characteristics: managerial position

Managerial position	Frequency	Percentage
No	139	67.5
Yes	66	32.0
Missing	1	0.5
Total	206	100.0

Table 8: *Sample characteristics: perceived proportions of Black in organisations*

Perceived proportion of Black people in the organisation	Frequency	Percentage
Many/Most	107	51.9
Some half	52	25.3
Very few	30	14.6
All	15	7.3
None	2	1.0
Total	206	1.0

3.3. Instruments

In order to gather the data used to conduct this study, the following instruments were used; a demographic questionnaire, Utrecht work engagement scale, Roberts et al.'s (2014) adapted RIM scale and of Hagerty and Patusky's (1995) sense of belonging instrument (SOBI).

3.3.1. *Demographic questionnaire*

A self-developed questionnaire (see Appendix A*)* was used to gather information pertaining to the sample's demographic characteristics. The questionnaire consisted of questions relating to gender, ethnicity, tenure, age, educational background, job level and home language.

3.3.2. *Utrecht Work Engagement scale (UWES)*

Work enagement was measure using the UWES scale (see appendix B). UWES is a 17-item scale with three sub-scales namely; dedication (5-items), vigour (6-items) and absorption (6-items). The items in this scale are scored on a 7-point type rating scale, with 1 – reporting "disagree" and 7 – reporting "strongly agree". An example item from dedication is: "I find the work that I do full of meaning and purpose". Vigour is: "*When I get up in the morning, I feel like going to work*". An example item of absorption is: "*When I am working, I forget everything else around me*". With regards to the psychometric properties, the UWES was previously reported to have internal consistency ranging from acceptable to good reliabilities, with Cronbach alpha values of (α = 0.91) for dedication, (α = 0.68 and 0.80) for vigour and (α = 0.73 and 0.75) for absorption (Schaufeli et.al, 2002). High scores indicated increased work engagement while low scores low scores suggest low work engagement levels.

The UWES was also shown to be reliable within the in the South African context. Based on a sample South African police services employee, Storm and Rothmann's (2003) study yielded good Cronbach alpha coefficients for dedication (α = 0.89), vigour (α = 0.78), and absorption (α = 0.78). Similarly, this current study yielded high Cronbach Alpha coefficients with 0.92 for Vigour, 0.94 for dedication and 0.92 for absorption (see Table 9). Using the criterion for interpreting Cronbach's alpha co-efficient (reliability values) put forward by George and Mallery (2003) (See Table 10), the UWES subscales vigour, decication and absorption produced excellent internal consistency reliabilities.

3.3.3. RIM

RIM was assessed using an adapted version of Roberts et al.'s (2014) RIM scale (see Appendix C). This is a 14-item scale that consists of 4 subscales namely; avoidance (4-items), enhancement (4-items), affiliation (3-items) and racial humour (3-items). All the items are scored on a 6-point scale from 0 (not at all like me) and 5 (very much like me). An example item of avoidance includes, "*Limit discussions of my participation in race-focused activities"*. Enhancement includes, *"Educate them about the strengths and achievements of members of my racial group"*. Affiliation includes, *"Focus the conversation on things we have in common".* Racial humour includes, *"Make jokes about racial stereotypes to defuse them and reduce their potency".*

This scale has previously been shown to be reliable with Cronbach alphas values for affiliation ($\alpha = 0.63$), enhancement ($\alpha = 0.70$), avoidance ($\alpha = 0.71$) and racial humour ($\alpha = 0.80$) (Roberts et.al. 2014). In the current study, the Cronbach alpha coefficients for RIM subscales was 0.76 for Avoidance, 0.81 for Affiliation, 0.85 for Racial-humour and 0.88 for Enhancement (see Table 9). The Enhancement, Affiliation and Racial humour subscales produced good internal reliability consistency, while the Avoidance subscale produced fairly good reliabilities.

3.3.4. ***Sense of belonging***

Sense of belonging was assessed using Hagerty and Patusky's (1995) SOBI (see Appendix D). SOBI is a 4-point Likert scale ranging from 1 (strongly disagree) to 4 (strongly disagree). This scale consists of 18-items. The scale has been reported to have a good internal consistency reliability with a Cronbach alpha value of 0.72 (Hagerty & Patusky, 1995). A Cronbach alpha coefficient of 0.89 was found for the sense of belonging scale in the current study, indicating a good reliability. Item 4, 5 and 9 of this this scale are reverse scored.

Table 9. Cronbach alpha coefficients for the main variables

	Variables	Items	Cronbach alphas (α)
Work engagement	Vigour	6	0.92
	Dedication	5	0.94
	Absorption	6	0.92
RIM	Avoidance	4	0.76
	Enhancement	4	0.88
	Affiliation	3	0.81
	Racial Humour	3	0.85
	Sense of belonging	18	0.89

Table 10*:* Criterion for interpreting Cronbach's alpha co-*efficient (George& Mallery & 2003)*

Cronbach Alpha value	Interpretation
Over 0.9	Excellent
0.8 – 0.89	Good
0.7 – 0.79	Fairly good
Below 0.6	Acceptable (questionable)
Less than 0.5	Poor

3.4. Procedure

In order to carry out this study, the following procedure was followed; as an initial step, ethical clearance was obtained from the University of the Witwatersrand Human Research Ethics Committee (HREC Non-Medical) under the protocol number: MORG/19/006 IH (see Appendix *E*). Following ethical approval and clearance, a demographic questionnaire (see Appendix A), UWES (see Appendix B), RIM scale (see Appendix C) and SOBI (see Appendix D) were transfered on to google forms (an electronic data collection platfrom) to generate an electronic questionnaire for participants to complete and submit. Therefater, various organisations in South Africa and relevant gatekeepers within these organisations were approached in order to request and obtain permission to invite their employees to participate in the study. The relevant gatekeepers within these organisations were fully informed about the purpose, nature and relevance of the study and ethical considerations through formal access request emails (see Appendix F) or telephone calls and access request letters were emailed to the gatekeepers (see Appendix G).

Once permission was granted from two of these organisations to conduct this study using their employees. The link to access the electronic questionnaire along with the participant information sheet *(*see Appendix H) was shared with the organisations. These organisations were then asked to distribute these links to their employees who met the inclusion criteria of participation and were willing to take part. The link was also included on the participation information sheet. The participation information sheet explained the core purpose of the study, what participation entails, the information pertaining to confidentiality and anonymity of the data. It was emphasised that participation in this study was entirely and strictly voluntary. A tick box was included on the first section of the electronic questionnaire for participants to indicate that they have read and understood the participant information sheet and given consent to participate voluntarily.

However, despite the fact that various organisations were approached, gaining organisational access from majority of these organisations proved to be difficult. The response rate was poor and not sufficient. One organisation indicated that the time at which they were approached was not ideal and convenient for them to be able to participate. One other indicated they were no longer allowing for students to use their employees for research purposes due to high volumes of research requests that they have received in previous years. While the

majority did not respond to the requests despite of a number of follow up emails sent after the initial requests. Consequently, the snowballing sampling technique became the next necessary step in order to obtain sufficient participants for data analysis.

Snowballing involved sharing the questionnaire link along with the participant information sheet with the lecturers at the university, friends, family members and fellow students to distribute the link with people in their social networks who met the inclusion criteria. Additionally, the questionnaire link was also distributed through social media platforms; LinkedIn, Facebook, Instagram and WhatsApp. Then, those who received the link were kindly asked to pass it on to as many people as possible and to also share and post on their social media platforms. Snowballing sampling continued simultaneously with further attempts to approach more organisations to gain access. This continued for three months. Upon obtaining sufficient responses, these were captured into an Excel spreadsheet and checked for potential errors, and the data were subsequently analysed.

3.5. Data analysis

Once an adequate data was successfully collected and captured into a Microsoft Excel spreadsheet, it was checked in case were mistakes. As a result of the quantitative nature of the study and the instruments used, statistical analysis was employed using the IBM Statistical Package for the Social Sciences (SPSS) software (IBM version 25). All the instruments used in the study were checked for internal consistency reliability. Descriptive statistics, normality distribution checks and statistical analyses related to the research questions and hypothesis were carried out.

3.5.1. *Descriptive statistics*

Firstly, descriptive analysis was conducted out to describe the demographic characteristics of the sample because they were nominal variables. According to Howell (2011) “descriptive statistics provide a simple way to describe and summarise data in a meaningful way” (p. 42). These were also carried out to get a clear picture of the composition of the sample. Additionally, it was important to assess the normality of the data as a way to determine the type of statistical tests to be used for further analysis, either parametric or non-parametric. Kurtosis and Skewness coefficients along with histograms were obtained for each variable and analysed to check for normality. The data were considered to be normally distributed to

support parametric analysis when the Kurtosis coefficients were between the values of -3 and 3, and the skewness coefficients were between -1 and 1 (Huck, 2012) and the histograms indicated a normal distribution curve.

3.5.2. *Reliability*

Internal consistency reliability analysis was checked for all the scales using Cronbach alpha estimates. Reliability defines to the degree to which an instrument can reproduce similar overtime when used under the same methodology (Golafshani, 2003). Terre Blanche, Durrheim, and Painter (2006) explained that reliability is "estimated by determining the degree to which each item in a scale correlates with each other item" (p. 154). These were carried out in order to assess whether these instruments were reliable measures and could be trusted for analysis. Cronbach alpha is the most common estimate of internal consistency reliability, and its values range between 0 and 1 and values greater than 0.75 are typically considered to indicate good reliability (Terre Blanche, Durrheim, & Painter, 2006).

3.5.3. *Correlations*

In order to determine whether the variables under study (RIM, sense of belonging and work engagement) were related, correlations coefficients were calculated. Correlation coefficients were also used to check for the strength, degree and direction of the relationship between all the variables. Pearson correlation coefficients range between -1 and 1 (Huck, 2004). Correlation coefficients of zero indicate no relationship between two variables, while the values closer to -1 or 1 indicate a strong relationship between variables. Gravetter and Wallnau (2009) pointed out that correlation coefficients that are closer to zero, suggest weak relationships between the variables. The negative and positive signs provide information on the direction of the relationship between the two variables, the negative sign (-) preceding a correlation coefficient indicates a negative relationship and a positive sign (+) indicates a positive relationship between variables (Huck, 2004).

3.5.4. *Mediation analysis*

In order to test for mediation models, with sense of belonging at work as the mediator of the relationship between RIM and work engagement, a series of regression analyses were used following Baron and Kenny (1986) steps of establishing and testing for mediation.

3.5.4.1. Mediation step 1: Establishing the direct effect of the IV on the DV.

The first step of Baron and Kenny (1986)'s steps to test for mediation involves testing whether the independent variable (IV) predicts the dependant variable (DV). For mediation analysis, a variable is only considered to be an IV when it significantly predicts the proposed DV variable.

A simple regression was thus conducted to determine whether the IV in this study as represented by RIM predicted the DV which is work engagement and to assess how much of the variation in work engagement can be explained by RIM. Simple regression is a statistical analysis used to evaluate the impact a predictor variable has on a particular outcome variable and is used only with one IV and one DV (Zou et.al, 2003).

Parametric assumption for the simple regression analysis were also calculated namely; normal distribution, linearity and independence of residuals and outliers. Normal distribution of residuals was tested using skewness coefficients, kurtosis coefficients and histograms. Linearity of residuals was tested using Pearson correlations. Independence of residuals was tested using Durbin-Watson tests. Durbin-Watson tests values range between 1 and 3. Any Durbin-Watson value that fall within this range, indicate that there is independence of observations. Outliers were checked using residual statistics. Maximum and maximum values of residual statistics range between – 3.29 and 3.29, any value that fall within this range, suggest that there are no outliers in the data set.

3.5.4.2. Mediation step 2: Establishing the direct effect of the IV on the mediator.

The second step entails showing that the IV predicts the mediator. "A mediator functions as a third variable which represents the generative mechanism through which the focal independent variable is able to influence the dependent variable of interest" (Baron and Kenny, 1986, p. 1173). A variable is only considered to be a mediator when is it significantly predicted by the proposed IV. As such a simple regression analysis was carried out between the IV (RIM) and the potential mediator variable (sense of belonging), to establish the

association between the variables and to explain the extent to which variations in sense of belonging could be explained by RIM.

3.5.4.3. Mediation step 3: Establishing the direct effect of the mediator on the DV.

The third step involved determining whether the mediator variable predicts the outcome variable. As with step one and two, a simple regression was used to test whether mediator (sense of belonging) predicts the DV (work engagement).

3.5.4.4. Mediation step 1: Establishing the extent to which both the IV and mediator predicted the DV.

The last step involves showing that when the potential mediator is accounted for or included within the model, the ability of the IV to predict the DV is reduced or negated (Baron and Kenny, 1986). In order to achieve this, a multiple regression was carried out to test for the mediating role of sense of belonging on the relationship between RIM and work engagement. It was to assess the overall fit of the model and the relative contribution of RIM and sense of belonging to the variances explained on work engagement. A multiple regression analysis is a simple regression analysis, which is used when there is more than one predictor variable on the equation (Burns & Burns, 2008). Multiple regression was used evaluate the impact that both sense of belonging and RIM have on work engagement.

Parametric assumption for the simple regression analysis were also calculated namely; normal distribution, linearity and independence of residuals, outliers and multicollinearity. Multicollinearity was assessed using the VIF values. VIF values that exceed 10 and those that are greater than 2.5 in weak models are said to be problematic, thus suggesting that multicollinearity pose problems for regression models (Coumarbatch, Robinson, L., Thomas & Bridge, 2010).

Based on the results established in conducting the above, the relationship between the independent variable (IV) and the dependant variable can either be partially or fully mediated. It can only be concluded that the variable under study functions as a full mediator when the IV significantly predicts the mediator variable, the mediator significantly predicts the DV and when the previously established significant results with the IV predicting the DV is no longer significant when the mediator in included in the equation (Baron & Kenny, 1986). However,

in cases where only the first four steps are satisfied but the last step is not fully established, that is, when the IV remains a significant predictor even when the mediator is included, then it can be concluded that a partial mediation is established between the two variables (Baron & Kenny, 1986).

3.6. Ethical considerations

In order to ensure that the safety and welfare of the participants is protected, the ethical clearance was obtained from the WITS University Human Research Ethics Committee. Participants were given a participation information sheet explaining the aims, procedures, risks, confidentiality, anonymity, duration and participation in the study.

In order to ensure anonymity and confidentiality, participants were not asked any identifying information like their names, identity numbers or their employing organisations on the questionnaires. As such, there was no way to identify and distinguish those who participated and link back the data to participants from which it was collected. Furthermore, all the approached organisations remained unnamed and no IP addresses were recorded from all the submissions. In terms of confidentiality, all the collected data was stored in a secure password protected secure google drive and accessibility was limited to the researcher, research supervisor and co-supervisor.

Participants were informed about the complete voluntary nature of participation and that their decisions to take part or not, will not have any negative consequences for them. They were also informed about their right to withdraw from the study up to the point of submission because there was no possible way to be able to identify responses of those who may wish to withdraw after they were submitted. Regarding informed consent, a tick box was included on the front page of the questionnaire asking the participants whether they understood the participant information sheet and agreed to take part voluntarily.

Participants were given contact numbers of the researcher, research supervisor and co-supervisor in the participant information sheet and were advised to use them in the event that they had any questions, queries or concerns regarding the study. In addition, participation in this study solely involved completing online self-report questionnaires and as a result, there were no foreseeable risks associated with participating. However, participants were advised to inform the researcher should they feel perturbed by answering any

questions, a counselling session at LifeLine centre with a counselling psychologist would be arranged for them. However, no participant used this opportunity.

Lastly, in order to ensure that the participants are given feedback, a summary of the overall findings in the study will be provided to the human resources departments of the organisations upon request. Results will be reported at a group level. In addition, an executive summary of the findings is available on the following research blog at www.KLedwabaMastersResearch.blogspot.com. This blog address was also included in the participant information sheet, thus allowing everyone who participated access to the results.

This chapter provided the description of the research design, sample, the sampling strategies, and instruments used to collect data and their psychometric properties. The procedure that was followed, ethical considerations and the methods that were adopted to analyse data. The following chapter will provide the results of the analyses.

Chapter four: Results

This chapter presents statistical results of the data that was gathered. The main statistical analyses that were conducted were; Descriptive statistics, correlations, simple regressions, multiple regressions and one-way ANOVAs.

4.1. Descriptive statistics and normality tests.

Standard deviations, means, Kurtosis and Skewness coefficients along with histograms were obtained for all the variables (see Table 11 & Appendix I). All the obtained skewness coefficients suggested that all the variables were normally distributed as all the coefficients fell within the -1 and 1 range. Similarly, all the kurtosis coefficients obtained for all the variables were between the values of – 3 and 3, thus suggesting all the variables followed a normal distribution. In addition, the histograms (Appendix I) further supported that the variables followed a relatively normal distribution. Furthermore, the sample size was sufficient (N= 206) to consider the data to be normally distributed. According to the central limit theorem, data that has a sample size of 30 participants and above can be considered to follow a normal distribution (Brase & Brase, 2014).

Table 11. *Descriptive statistics for variables in the study*

Variables	N	Mean	SD	Skewness	kurtosis
Overall work engagement	206	4.75	1.53	- 0.73	- 0.30
Vigour	206	4.90	1.60	- 0.75	- 0.32
Absorption	206	4.47	1.62	- 0.36	- 0.78
Dedication	206	4.93	1.79	- 0.78	- 0.58
Avoidance	206	2.04	1.21	0.43	- 0.28
Affiliation	206	3.21	1.18	- 0.45	- 0.61
Racial humour	206	1.87	1.43	0.37	- 0.89
Enhancement	206	2.73	1.44	- 0.19	- 1.01
Sense of belonging	206	2.86	0.55	- 0.54	- 0.02

The means and standard deviations indicated that most participants agreed that they enjoyed a sense of belonging at work, as the mean score was above the median, and the standard deviation was small. Work engagement scores were also above the median. The mean for racial humour was lower than for the other RIM strategies, suggesting that it was used the least. While affiliation had the highest mean which was close to the median, suggesting that this strategy was likely to be used most. The means for avoidance and enhancement were slightly lower than the median. Although these trends suggest that Black professionals in organisations used these RIM strategies, the participants reported that not all the strategies described them very well.

4.2. Hypothesis testing

H1a: RIM (avoidance) is negatively related to Work engagement (dedication, vigour, absorption).

H1b: RIM (affiliation) is negatively related to Work engagement (dedication, vigour, absorption).

H1c: RIM (racial humour) is positively related to Work engagement (dedication, vigour, absorption).

H1d: RIM (enhancement) is positively related to Work engagement (dedication, vigour, absorption).

Correlation analyses were conducted to test for H1a to H3 and to address the proposed research questions. The results were presented in the correlation matrix in Table 12 below. Both the overall work engagement and the subscales of work engagement (vigour, absorption, dedication) were considered in order to get a sense of both the overall work engagement levels and relationships and those of the sub-scales separately. Given that these variables were shown to be normally distributed and were classified as interval variables, they were considered to have sufficiently met the parametric assumptions. Thus, Pearson correlation was utilised.

To support the RIM and work engagement frameworks, correlations between the inter-scales were also calculated. All the RIM scales were positive related to each other. Similarly, all the subscales of work engagement were positively related to each other.

The results (Table 12) indicated that correlation between overall work engagement and avoidance was not significant and there was no relationship found between the two variables. In addition, there was no relationship found between RIM (avoidance) and all the subscales of work engagement (Vigour, absorption and dedication). Following these results, H1a was rejected. Contrary to H1b, the results indicated that RIM (affiliation) was moderately, positively and significantly related to overall work engagement *(r = 0.35, p < 0.05)*. A moderate, positive and significant relationship was also found between RIM (affiliation) and vigour *(r = 0.35, p < 0.05)* and absorption (r = 0.43, p < *0.05).* While, the last subscale of work engagement; dedication was weakly, positively and significantly related to affiliation (*r = 0.28,* p < *0.05).* As a result, H1b was not supported.

In addition, RIM strategy of racial humour was weakly, positively and significantly related to work engagement. The correlation results indicated that racial humour weakly, positively and significantly related to overall work engagement *(r = 0.15, p < 0.05).* In terms of the subscales of work engagement, only vigour *(r = 0.16,* p < *0.05)* and absorption (r = 0.14, p < *0.05) were* weakly, positively and significantly related to RIM (racial humour). However, no relationship was found between dedication and RIM (racial humour). The correlation between the two variables produced non-significant results (see Table 12). Following these results, H1c was partially confirmed. Moreover, a weak, positive and significant relationship was found between RIM (enhancement) and overall work engagement (*r = 0.26, p < 0.05)*. In addition, all the subscales of work engagement vigour (*r = 0.24, p < 0.05),* absorption (r *= 0.26, p < 0.05)* and dedication (*r = 0.21, p < 0.05)* were weakly, positively and significantly related to RIM (enhancement). As a result, H1d was confirmed.

H2a: Sense of belonging at work is negatively related to RIM (avoidance).
H2b: Sense of belonging at work is negatively related to RIM (affiliation).
H2c: sense of belonging at work is positively related to RIM (racial humour).
H2d: sense of belonging at work is positively related to RIM (enhancement).
H3: Sense of belonging at work is positively related to Work engagement (dedication, vigour, absorption).
The results indicated that the correlations between sense of belonging and both RIM strategies of (avoidance and enhancement) were not significant and there was no relationship

found between these variables (see Table 12). As a result, H2a and H2d were rejected. Contrary to H2b, a weak, positive and significant relationship was also found between sense of belonging and RIM affiliation *(r = 0.22, p < 0.05)*. As a result, H2a was not supported. Additionally, the results indicated that sense of belonging and RIM (racial humour) were weakly, positively and significantly related.

Lastly, sense of belonging at work was found to be moderately, positively and significantly related to the overall work engagement (*r = 0.36, p < 0.05).* Similarly, all the subscales of work engagement vigour *(r = 0.34, p <0.05*), absorption *(r = 0.31, p < 0.05)* and dedication *(r = 0.34, p < 0.05)* were moderately, positively and significantly related to sense of belonging. Consequently, H3 was accepted.

Table 12*. Pearson correlations (r) between the main variables*

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
1. Overall work engagement	1	0.91**	0.92**	0.93**	0.06	0.35**	0.15**	0.26**	0.36
2. Vigour		1	0.78**	0.75**	0.04	0.35**	0.16*	0.24**	0.34**
3. Dedication			1	0.78**	0.01	0.28**	0.11	0.21	0.34**
4. Absorption				1	0.08	0.43	0.14	0.26**	0.31**
5. Avoidance					1	0.18*	0.23**	0.19**	- 0.05
6. Affiliation						1	0.37**	0.45**	0.22**
7. Racial humour							1	0.41**	0.20**
8. Enhancement								1	0.13
9. Sense of belonging (SOB)									1

** *Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

4.3. **Hypothesis testing: (The mediating role of sense of belonging at work between work engagement and RIM.**

In order to determine the mediating role of sense of belonging on the relationship between RIM and work engagement and to test for H4a – H4d, simple regression and multiple regression were conducted following Baron and Kenny's (1986) 4 steps of establishing mediation.

H4a: Sense of belonging at work mediates the relationship between RIM (avoidance) and work engagement (vigour, dedication, absorption).
H4b: Sense of belonging at work mediates the relationship between RIM (affiliation) and work engagement (vigour, dedication, absorption).
H4c: Sense of belonging at work mediates the relationship between RIM (racial humour) and work engagement (vigour, dedication, absorption).
H4d: Sense of belonging at work mediates the relationship between RIM (enhancement) and work engagement (vigour, dedication, absorption).

4.3.1. Step*: 1. IV*DV → Simple regression between the IV (RIM; avoidance, affiliation, racial humour, enhancement) and the DV (work engagement; vigour, dedication, absorption).*

As an initial step, it was necessary to check and test whether the data met and satisfied the assumptions of simple regression before this analysis could be carried out. This was to ensure that the predictive accuracy of the outputs is not negatively affected. At the beginning of this chapter the two assumptions for a simple regression were met and satisfied. The data was shown to be normally distributed; the variables were classified as interval variables and linear relationships between the variables were established. In addition, residual statistics were obtained to access whether the data had outliers (see Table 13) below. All the minimum and maximum values fell with the range of – 3.29 and 3.29, thus suggesting there was no outliers. Lastly, the Durbin-Watson tests was conducted for all the variables to test for the independence of observation (see Table 14). The values from the Durbin-Watson tests fell within the range of 1 and 3, thus suggesting there was independence of observations.

A simple regression was thus carried out between RIM (Avoidance) and overall work engagement. The results (see Table 14) revealed that RIM (avoidance) was not a significant predictor of the overall work engagement. Similarly, none of the subscales of work

engagement were predicted by RIM (avoidance), all results between these variables were non-significant. RIM (Affiliation) was a significant predictor of overall work engagement (*β = 0.46, p < 0.05).* The results further indicated that 13% of the variances in work engagement can be explained by affiliation and the model was significant at *(F (1,204) = 29.03, p < 0.05)*.

In terms of the subscales of work engagement vigour *(β = 0.47, p < 0.05)*, dedication (*β = 0.43, p < 0.05*) and absorption *(β = 0.47, p < 0.05)* were all significantly predicted by RIM (affiliation). The results further suggested that 12% of the variance in vigour can be explained by affiliation and that the model was significant at *(F (1,204) = 27.86, p < 0.05).* 78% of the variance in dedication can be explained by affiliation and the model was significant at *(F (1,204) = 17.30, p < 0.05).* Lastly, 12% of the variance in absorption can be explained by affiliation and the model was significant at *(F (1,204) = 27.13, p < 0.05)*.

The results (see Table 14) indicated that RIM (Racial humour) significantly predicted the overall work engagement *(β = 0.16, p < 0.05)*. However, only 2% of the variance in the overall work-engagement can be explained by racial-humour and the model was significant at *(F (1,204) = 4.53, p < 0.05)*. With regards to the subscales of work engagement, only vigour *(β = 0.18, p < 0.05)* and absorption *(β = 0.16, p < 0.05)* were significantly predicted by racial-humour, with an exception of dedication. Dedication was not significantly predicted by racial-humour. The results further demonstrated that only 3% of the variance in vigour can be explained by racial-humour and that the model was significant at *(F (1,204) = 5.28, p < 0.05).* 2% of the variable in absorption can be explained by racial-humour and the model was significant at *(F (1,204) = 3.93, p < 0.05).*

RIM (enhancement) was also found to be a significant predictor of the overall work engagement *(β = 0.28, p < 0.05).* 7% of the variance in work engagement can be explained by enhancement and the model was significant at *(F (1,204) = 15.23, p < 0.05).* In addition, RIM (enhancement) was a significant predictor of vigour *(β = 0.27, p < 0.05),* dedication *(β = 0.26, p < 0.05)* and absorption *(β = 0.30, p < 0.05)*. Additionally, the results indicated that 6% of the variance in vigour can be explained by enhancement and the model was significant at *(F (1,204) = 12.98, p < 0.05)*. 5% of the variance in dedication can be explained by enhancement

and the model was significant at *(F (1,204) = 9.50, p < 0.05)*. Lastly, 7% of the variance in absorption can be explained by enhancement and the model was also significant at (*F (1,204) = 14.89, p < 0.05)* (see Table 14).

Table13*: Residual statistics for IV and DV variables.*

variables		**Minimum value**	**Maximum value**
Affiliation	Vigour	-3.16	2.18
	Dedication	-2.72	1.63
	Absorption	-2.80	2.44
	OWE	-3.19	2.01
Racial humour	Vigour	-2.82	1.46
	Dedication	-2.43	1.30
	Absorption	-2.16	1.65
	OWE	-2.63	1.58
Enhancement	Vigour	-2.78	1.83
	Dedication	-2.46	1.57
	Absorption	-2.38	2.12
	OWE	-2. 79	1.87
Avoidance	Vigour	-2.54	1.35
	Dedication	-2.21	1.17
	Absorption	-2.14	1.71
	OWE	-2.44	1.50

Note: OWE - Overall work engagement.

Table 14*: Simple regression results between RIM and work engagement*

Variables		R	R^2	Sig	B	*t*	Durbin - Watson	F	p
Avoidance	Vigour	0.04	0.00	0.53	0.06	0.62	1.79	0.39	0.53
	Dedication	0.01	0.00	0.88	0.02	1.15	1.93	0.02	0.88
	Absorption	0.08	0.00	0.21	0.12	0.26	1.78	1.56	0.21
	OWE	0.06	0.00	0.40	0.07	0.84	1.77	0.71	<.00
Affiliation	Vigour	0.35	0.12	0.00	0.47	5.28	1.88	27.86	<.00
	Dedication	0.28	0.78	0.00	0.43	4.16	1.93	17.30	<.00
	Absorption	0.43	0.12	0.00	0.47	5.21	1.85	27.13	<.00
	OWE	0.35	0.13	0.00	0.46	5.39	1.83	29.03	<.00
Racial-humour	Vigour	0.16	0.03	0.02	0.18	0.30	1.77	5.28	0.02
	Dedication	0.11	0.01	0.12	0.13	1.54	1.92	2.38	0.12
	Absorption	0.14	0.02	0.05	0.16	1.98	1.73	3.93	0.05
	OWE	0.15	0.02	0.04	0.16	2.13	1.74	4.53	0.04
Enhancement	Vigour	0.24	0.06	0.00	2.27	3.60	1.78	12.98	<.00
	Dedication	0.21	0.05	0.00	0.26	3.08	1.92	9.50	<.00
	Absorption	0.26	0.07	0.00	0.30	3.86	1.77	14.89	<.00
	OWE	0.26	0.07	0.00	0.28	3.90	1.76	15.23	<.00

*OWE – overall work engagement

4.3.2. Step*: 2. IV * MED → Simple regression between RIM (avoidance, affiliation, racial humour, enhancement) and the mediator variable (Sense of belonging).*

A simple regression analysis was conducted to assess whether RIM can predict sense of belonging at work. Prior to this, residual statistics were obtained to access whether the data had outliners (see Table 15 below). All the minimum and maximum values fell with the range of – 3.29 and 3.29, thus suggesting there were no outliers. Additionally, the Durbin-Watson tests was conducted for all the variables to test for the independence of observation (see Table 16). The values from the Durbin-Watson tests fell within the range of 1 and 3, thus suggesting there was independence of observations and the data has met and satisfied the assumptions of simple regression analysis.

The results indicated that sense of belonging at work was significantly predicted by both RIM (affiliation) ($\beta = 0.10, p < 0.05$) and RIM (racial-humour) ($\beta = 0.08, p < 0.05$). Enhancement and avoidance were not significant predictors of sense of belonging. These results suggested that RIM as represented by affiliation and racial-humour, with an exception of enhancement were significant predictors of sense of belonging (see Table 16).

Table 15*: Residual statistics for IV and MED variables (RIM *SOB)*

Variables		Minimum value	Maximum Value
Avoidance	SOB	-3.06	1.97
Affiliation		-2.92	1.86
Racial humour		-0.92	1.83
Enhancement		-2.96	1.77

Table 16*: Simple regression results between RIM and sense of belonging (SOB)*

Variables		R	R^2	Sig	B	*t*	Durbin - Watson	F	p
Avoidance	SOB	-0.05	0.00	0.45	- 0.02	- 0.76	1.81	0.58	0.45
Affiliation	SOB	0.22	0.049	0.00	0.10	3.25	1.71	10.56	<.00
Racial-humour	SOB	0.20	0.040	0.00	0.08	2.90	1.78	8.46	<.00
Enhancement	SOB	0.13	0.016	0.07	0.05	1.84	1.77	3.40	0.07

4.3.3. Step*: 3. MED * DV → Simple regression between Sense of belonging at work and the work engagement.*

Residual statistics were also obtained to access whether the IV and MED variables had outliners *(*see Table 17*).* All the minimum and maximum values fell with the range of – 3.29 and 3.29, thus suggesting there were no outliers. Additionally, the Durbin-Watson tests was conducted for all the variables to test for the independence of observation (see Table 18). The results values from the Durbin-Watson tests fell within the range of 1 and 3, thus suggesting there was independence of observations and that the data has met and satisfied the assumptions of simple regression analysis.

The results (see Table 18) revealed that sense of belonging at work was a significant predictor of overall work engagement *(β = 1.00, p < 0.05).* The results further indicated that 13% of the variance in overall work engagement can be predicted by sense of belonging and the model was significant at *F (1,204) = 30.33, p < 0.05).* In terms of the subscales of work engagement, vigour *(β = 1.00, p < 0.05),* dedication *(β = 1.10, p < 0.05*) and absorption *(β = 0.92, p < 0.05)* were all significantly predicted by sense of belonging. In addition, the results indicated that 12% of the variance in vigour can be explained by sense of belonging and the model was significant at (F (*1,204) = 27.35, p < 0.05)*. 11% of the variance in dedication can be explained by sense of belonging and the model was significant at *(F (1,204) = 26.08, p < 0.05).* Lastly,

10% of the variance in absorption can also be explained by sense of belonging and the model was significant at *(F (1,204) = 21.90, p < 0.05).*

Table 17*: Residual statistics for MED and DV variables (SOB *Work engagement)*

Variables		**Minimum value**	**Maximum value**
SOB	Overall work engagement	-3.11	1.88
SOB	Vigour	-3.09	1.93
SOB	Dedication	-2.81	1.93
SOB	Engagement	-2.58	2.01

Table 18*: Simple regression results between RIM and sense of belonging (SOB)*

Variables		**R**	**R^2**	**Sig**	**B**	***t***	**Durbin - Watson**	**F**	**p**
SOB	Overall work engagement	0.36	0.13	0.00	1.00	5.51	1.77	30.33	<.00
	Vigour	0.34	0.12	0.00	1.00	5.23	1.80	27.35	<.00
	Dedication	0.34	0.10	0.00	1.10	5.12	1.92	26.08	<.00
	Absorption	0.31	0.10	0.00	0.92	4.68	1.79	21.90	<.00

*4.3.4. Step: 4. IV + MED * DV → Multiple regression between RIM, sense of belonging at work and work engagement.*

From this step, it is important to note that RIM (avoidance) was no longer considered as an IV because in step 1, it was indicated that it was not a significant predictor of the overall work engagement and all the three dimensions of work engagement. Additionally, Sense of belonging at work was no longer considered as a potential mediator on the relationship between RIM dimensions: enhancement and avoidance and work engagement because in step 2, it was not significantly predicted by these two dimensions of RIM. As a result, only RIM strategies affiliation and racial humour were considered as IVs.

4.3.4.1. RIM (affiliation), sense of belonging at work and work engagement.

As indicated earlier some assumptions of multiple regression1 were already met and satisfied; DV and IV were measured on an interval scale, there were normally distributed and there were linear relationships between the DV and IVs collectively. Adding to these assumptions the data was checked for independence of observation using Durbin-Watson tests and multicollinearity by examining tolerance and VIF values (see Table 19*)* below. The results values from the Durbin-Watson tests fell within the range of 1 and 3, thus suggesting there was independence of observations. All the tolerance values for all mediation models were over 0.4, suggesting that they were within acceptable ranges (Lomax & Hahs-Vaughn, 2013). Additionally, all the VIF found in all mediation models were less than 10, indicating that were not problematic. In light of the two multicollinearity statistics, it was evident that multicollinearity was not a concern for the mediation models presented below.

As a result, a multiple regression was carried out to establish the mediating role of sense of belonging at work on the relationship between RIM as presented by affiliation on work engagement. The results indicated that sense of belonging at work partially mediated the relationship between affiliation and work engagement. When Sense of belonging was added into the regression model as a second predictor along with affiliation, both sense of belonging *($\beta = 0.82$, $p < 0.05$)* and affiliation *($\beta = 0.37$, $p < 0.05$)* remained significant predictors of the overall work engagement. Similarly, with subscales of work engagement, when sense of belonging was added into the regression model as a second predictor along with affiliation, both sense of belonging *($\beta = 0.82$, $p < 0.05$)* and affiliation *($\beta = 0.39$, $p < 0.05$)* remained

significant predictors of vigour. Thus, indicating a partial mediation of the relationship between affiliation and vigour. The model was significant at *(F (1,204) = 24.60, p = 0.00)*. Both sense of belonging *(β = 0.94, p < 0.05)* and affiliation *(β = 0.33, p < 0.05)* remained significant predictors of dedication, when Sense of belonging was added into the regression model as a second predictor along with affiliation. The model was significant at *(F (1,204) = 18.10, p = 0.00).* Lastly, sense of belonging *(β = 0.73, p < 0.05)* and affiliation *(β = 0.40, p < 0.05)* remained significant predictors of absorption, and the model was also significant at *(F (1,204) = 21.63, p = 0.00).*

Table 19: *Multiple regression results between affiliation, sense of belonging and work engagement.*

Variables		**R**	**R^2**	**Sig**	**B**	***t***	**Durbin - Watson**	**F**	**p**	**Tol**	**VIF**
Affiliation +	OWE	0.46	0.21	0.00	0.37	2.36	1.87	26.64	<.00	0.95	1.05
SOB				0.00	0.82					0.95	1.05
Affiliation +	Vigour	0.44	0.20	0.00	0.39	4.40	1.92	24.60	<.00	0.95	1.05
SOB				0.00	0.82	4.35				0.95	1.05
Affiliation +	Dedication	0.40	0.16	0.00	0.33	3.26	1.95	18.10	<.00	0.95	1.05
SOB				0.00	0.94	4.37				0.95	1.05
Affiliation + SOB	Absorption	0.42	0.18	0.00	0.40	4.40	1.90	21.63	<.00	0.95	1.05
				0.00	0.73	3.79				0.95	1.05

4.3.4.2. RIM (racial humour), sense of belonging at work and work engagement.

A multiple regression was also conducted to establish the mediating role of sense of belonging on the relationship between racial-humour and work engagement as represented by vigour and absorption. The dedication dimension of work engagement was no longer considered as the DV, because in step 1 it was not significantly predicted by racial humour. The results indicated that the relationship between affiliation and work engagement as represented by vigour and absorption was fully mediated by racial-humour.

More precisely, subsequent to including both racial-humour and sense of belonging into the regression model conjunctively, sense of belonging remained a significant predictor of vigour *(β = 0.95, p < 0.05),* whereas racial-humour was no longer a significant predictor of vigour *(β = 0.11, p < 0.05).* Additionally, sense of belonging also remained a significant predictor of absorption *(β = 0.88, p < 0.05)*, whereas racial-humour was no longer a significant predictor of absorption *(β = 0.09, p < 0.05),* therefore suggesting a full mediation. Lastly, sense of belonging also remained a significant predictor of overall work engagement *(β = 0.96, p < 0.05*), while racial-humour was no longer a significant predictor of racial humour *(β = 0.08, p < 0.05).*

Table 20*: Multiple regression results between racial humour, sense of belonging and work engagement.*

Variables		**R**	**R^2**	**Sig**	**B**	***t***	**Durbin - Watson**	**F**	**Sig**	**Tol**	**VIF**
Racial humour +	OWE	0.37	0.14	0.06	0.08	1.18	1.76	15.89	<.00	0.96	1.04
SOB				0.00	0.96	5.17			<.00	0.96	1.04
Racial humour +	Vigour	0.36	0.13	0.16	0.11	1.40	1.79	14.73	<.00	0.96	1.04
SOB				0.00	0.95	4.86				0.96	1.04
Racial humour +	Absorption	0.32	0.10	0.25	0.09	5.07	1.77	11.64	<.00	0.96	1.04
SOB				0.00	0.88	2.36				0.96	1.04

4.4. Secondary Analyses

Based on the primary analyses (correlations, regression models), the results produced mostly weak correlations even though they were significant. In addition, the amount of the size/proportion of variance predicted by R^2 were also quite small, thus suggesting other factors could also be influencing the above relationships between the main variables. As a result, secondary analyses were conducted using some of the demographic variables collected (organisational tenure, proportion of Black people in the organisation), to explore how these contextual factors could have influenced the levels of these variables and the results.

4.4.1. The *influence of organisational tenure on RIM (avoidance, affiliation, racial humour, enhancement), sense of belonging and work engagement (vigour, dedication, absorption).*

One-way ANOVA was conducted to investigate whether there were differences on the level of RIM (avoidance, affiliation, racial humour, enhancement), sense of belonging at work and work engagement (dedication, vigour, absorption) based on the organisational tenure of the sample. All the other parametric assumption of one -way ANOVA were tested and satisfied. The DVs; RIM, work engagement and sense of belonging at work were measured on interval scales and were normally distributed, and the IV – organisational tenure was a categorical variable. Prior to conducting the ANOVA an additional assumption; homogeneity of variance was evaluated using Levene's test. The results suggested that the variances between the groups were equal, all the variables produced non-significant (see Table 21).

The results from the one-way ANOVA indicated non-significant results for all the RIM dimensions; avoidance, affiliation, racial humour and enhancement. This suggested that there were no differences found in the levels of RIM based on the organisational tenure of the sample. However, there were significant results in the levels of work engagement and sense of belonging at work based on the organisational tenure of the sample. The results produced significant results for vigour *[F (6,199) = 2.82, p < 0.05],* absorption *[F (6,199) = 2.78, p < 0.05],* dedication *[F (6,199) = 2.90, p < 0.05],* overall work engagement *[F (6,199) = 3.15, p < 0.05]* and sense of belonging at work *[F (6,199) = 3.34, p < 0.05]* see (Table 22).

Table 21: *Levene's test of homogeneity of variances for organisation tenure variable.*

Variable	Levene's test	p
Avoidance	1.20	0.37
Affiliation	0.75	0.61
Racial humour	0.93	0.48
Enhancement	1.90	0.08
Vigour	1.26	0.28
Absorption	1.23	0.30
Dedication	2.05	0.06
Overall engagement	1.30	0.26
Sense of belonging	0.95	0.46

Table 22: *One-way AVOVA results: organisational tenure.*

Variables		Sum of squares	*df*	Mean square	*f*	p
Avoidance	Between groups	2.52	6	0.42	0.28	0.95
	Within groups	299.83	199	1.51		
	Total	302.34	205			
Affiliation	Between groups	15.27	6	2.55	1.89	0.84
	Within groups	267.80	199	1.35		
	Total	283.08	205			
Racial humour	Between groups	5.22	6	0.87	0.42	0.87
	Within groups	416.74	199	2.09		
	Total	421.95	205			
Enhancement	Between groups	18.83	6	3.14	1.55	0.17
	Within groups	403.98	199	2.03		
	Total	422.82	205			
Vigour	Between groups	41.13	6	6.84	2.82	0.01
	Within groups	483.22	199	2.43		
	Total	524.34	205			
Absorption	Between groups	41.77	6	6.96	2.78	0.01
	Within groups	499.03	199	2.51		
	Total	540.80	205			
Dedication	Between groups	52.99	6	8.83	2.90	0.01
	Within groups	605.86	199	3.05		
	Total	658.85	205			
Overall work engagement	Between group	41.43	6	6.90	3.15	<.00
	Within groups	435.66	199	2.19		
	Total	477.09	205			
Sense of belonging	Between groups	5.65	6	0.94	3.34	<.00
	Within groups	56.04	199	0.28		
	Total	61.68	205			

4.4.1.1. Post hoc comparisons (work engagement and organisational tenure).

Fisher's LSD post hoc test was further conducted to evaluate the nature of the differences that exist in the levels of sense of belonging and work engagement of the sample. The results indicated that were statistically significant differences in levels of work engagement between individuals who have been in their organisations for less than 1 year, 1 to 2 years, 3 to 5 years, 6 to 7 years, 11 to 15 years and those for over 16 years.

More specifically, there were statistically significant differences in levels of overall work engagement between Black professionals who have been in their organisations for 1 to 2 years and those who have been in their organisations for (less than 1 year), (3 – 5 years), (11 – 15 years) and (16 + years) (see Table 23a). Black professionals who have been working in their organisations for over 16 years (M = 5.65, SD = 1.33), 11 to 15 years (M = 5.04, SD = 1.67), 3 – 5 years (M = 5.04, SD = 1.38) and less than 1 year (M = 4.95, SD = 1.45) had higher levels of overall work engagement that those who have been in their organisations for 1 to 2 years (M = 4.28, SD = 1.32) see (Table 23b). Additionally, those who have been in their organisations for over 16 years (M = 5.65, SD = 1.33) had higher levels of overall work engagement than those who have been in their organisations for 4 to 5 years (M = 5.04, SD = 1.38) and for 6 – 7 years (M = 4.15, SD = 1.72).

In terms of the subscales of work engagement, Black professionals who have been in their organisations for 1 to 2 years were significantly different from those who working for in their organisations for less than a 1 years, 3 to 5 years, 11 to 15 years and over 16 years with regards to vigour (see Table 24a). Specifically, Black professionals who have been working in their in their organisations for over 16 years (M = 5.86, SD = 1.34), 11 – 15 years (M = 5.19, SD = 1.70), 3 – 5 years (M = 5.20, SD = 1.44) and less than 1 year (M = 5.01, SD = 1.55) have higher levels of vigour than those who have been on their organisations for 1 to 2 years (M = 4.35, SD = 1.47). Those who have been in their organisations for over 16 years (M = 5.86, SD = 1.34) had higher levels of vigour than those who have been in organisations for less than a year (M = 5.02, SD = 1.55), 4 – 5 years (M = 4.54, SD = 1.42) and 6 to 7 years (M =4.64, SD =1.88) see (Table 24b).

With regards to dedication, those who have been in their organisations for less than a year were significantly different from those who have been in their organisations for 4 to 5 years and 6 to 7 years see (Table 25a). Black professionals who have been working for less than a year in their organisations (M = 5.34, SD = 1.72) had higher levels of dedication than those who have been in their organisations for 1 to 2 years (M = 4.43, SD = 1.72), 4 to 5 years (M = 4 .18, SD = 2.25) and those of 6 to 7 years (M = 4.36, SD = 1.99). Black professionals with organisational tenure of 1 to 2 years (M = 4.43, SD = 1.72) had lower levels of dedication than those of 3 to 5 years (M = 5.42, SD = 1.69) and those of more than 16 years (M = 5.80, SD = 1.36). Lastly, Black professionals of over 16 years of organisational tenure M = 5.80, SD = 1.36) had higher levels of dedication than those of 4 – 5 years (M = 4 .18, SD = 2.25) and 6 to 7 years (M = 4.36, SD = 1.99) see (Table 25b).

There were significant differences between Black professional who have been employed in their organisations for 1 to 2 years with those who have employed for 11 to 15 years and over 16years (see Table 26a). Those who have been employed in their organisations for over 16 years (M = 5.39, SD = 1.43) and those of 11 to 15 years (M = 4.83, SD = 1.75) had higher levels of absorption than those who have been in their organisations for 1 to 2 years (M = 4.06, SD = 1.46). Those who were employees in their organisations for over 16 years were also had higher levels of absorption than those who have for 4 to 5 years (M = 3.76, SD = 1.88) and 7 to 7 years (M = 4.03, SD = 1.79) see (Table 26b).

4.4.1.2. Post hoc comparisons (sense of belonging and organisational tenure).

In terms of sense of belonging at work, those who have been in their organisations for 1 to 2 (M = 2.63, SD = 0.57) reported lower levels of sense of belonging in their organisations than those who have been in their organisations longer for 6 -7 years (M = 2.93, SD = 0.55), 11 – 15 years (M = 3.11, SD = 0.47) and those of over 16 years (M = 3.11, SD = 0.42). In addition, those have been in their organisations for 11 to 15 years (M = 3.11, SD = 0.47) had higher levels of sense of belonging than those who have been in their organisations for 3 to 5 years (M = 2.80, SD = 0.57)

Table 23a*: LSD Post-Hoc comparison results: overall work engagement based on organisational tenure.*

	Tenure	Mean Difference	Std. Error	p	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
1 (< 1 year)	2	0.67*	0.31	0.03	0.06	1.27
	3	-0.10	0.36	0.79	-0.81	0.62
	4	-0.70	0.40	0.09	-1.50	0.10
	5	-0.09	0.36	0.80	-0.79	0.61
	6	0.79	0.48	0.10	-0.15	1.74
	7	0.62	0.36	0.09	-0.09	1.33
2 (1 – 2 years)	1	-0.67*	0.31	0.03	-1.27	-0.06
	3	-0.76	0.36	0.04	-1.47	-0.05
	4	-1.37*	0.40	<.00	-2.15	-0.58
	5	-0.76*	0.35	0.03	-1.45	-0.07
	6	0.13	0.48	0.79	-0.81	1.07
	7	-0.05	0.35	0.89	-0.71	0.65
3 (11 – 15 years)	1	0.10	0.36	0.79	-0.62	0.81
	2	0.76*	0.36	0.04	0.05	1.47
	4	-0.60	0.45	0.18	-1.48	0.20
	5	0.00	0.40	0.10	-0.79	0.80
	6	0.89	0.52	0.09	-0.13	1.91
	7	0.72	0.41	0.08	-0.09	1.51
4 (16 + years)	1	0.70	0.40	0.09	-0.10	1.50
	2	1.37*	0.40	<.00	0.58	2.15
	3	0.60	0.45	0.18	-0.28	1.48
	5	0.61	0.44	0.17	-0.26	1.46
	6	1.49*	0.56	0.01	0.42	2.57
	7	1.32*	0.44	<.00	0.44	2.19
5 (3 – 5 years)	1	0.09	0.36	0.80	-0.61	0.79
	2	0.76*	0.35	0.03	0.07	1.45

	Tenure	Mean Difference	Std. Error	P	Lower Bound	Upper Bound
	3	-0.00	0.40	0.10	-0.80	0.79
	4	-0.61	0.44	0.17	-1.48	0.26
	6	0.88	0.51	0.09	-0.12	1.89
	7	0.71	0.40	0.08	-0.08	1.50
6 (4 – 5 years)	1	- 0.79	0.48	0.10	-1.74	0.15
	2	-0.13	0.48	0.79	-1.07	0.81
	3	-0.89	0.52	0.09	-1.91	0.13
	4	-1.49*	0.55	0.01	-2.57	-0.42
	5	-0.88	0.51	0.09	-1.89	0.12
	7	-0.17	0.51	0.74	-1.19	0.83
7 (6 – 7 years)	1	-0.62	0.36	0.09	-1.33	0.09
	2	0.05	0.35	0.89	-0.65	0.75
	3	-0.72	0.41	0.08	-1.52	0.09
	4	-1.32*	0.44	<.00	-2.19	-0.44
	5	-0.71	0.40	0.08	-1.50	0.08
	6	0.17	0.51	0.74	-0.84	1.19

**. The mean difference is significant at the 0.05 level.*

Table 23b: *Descriptive statistics for overall work engagement pot hoc analysis*

Tenure	N	Mean	Std. Deviation
1	45	4.95	1.45
2	49	4.28	1.31
3	26	5.04	1.67
4	19	5.65	1.32
5	28	5.04	1.38
6	12	4.15	1.72
7	27	4.33	1.71
Total	206	4.75	1.53

***Table 24a**: LSD Post-Hoc comparison results: vigour based on organisational tenure.*

					95% Confidence Interval	
	Tenure	**Mean Difference**	**Std. Error**	**P**	**Lower Bound**	**Upper Bound**
1 (< 1 year)	2	0.67*	0.32	0.04	0.04	1.31
	3	-0.17	0.38	0.66	-0.92	0.59
	4	-0.84*	0.43	0.05	-1.68	-0.00
	5	-0.18	0.36	0.64	-0.98	0.56
	6	0.46	0.51	0.35	-0.52	1.46
	7	0.38	0.38	0.31	-0.37	1.13
2 (1 – 2 years)	1	-0.67*	0.32	0.04	-1.31	-0.04
	3	-0.84*	0.38	0.03	-1.58	-0.09
	4	-1.51*	0.42	0.00	-2.34	-0.68
	5	-0.85*	0.37	0.02	-1.58	-0.12
	6	-0.19	0.50	0.70	-1.18	0.80
	7	-0.29	0.37	0.44	-1.03	0.45
3 (11 – 15 years)	1	0.17	0.38	0.66	-0.59	0.92
	2	0.84*	0.38	0.03	0.09	1.58
	4	-0.67	0.47	0.15	-1.60	0.25
	5	-0.01	0.42	0.98	-0.85	0.83
	6	0.64	0.54	0.24	-0.43	1.72
	7	0.55	0.43	0.20	-0.29	1.39
4 (16+ years)	1	0.84*	0.43	0.05	0.00	1.68
	2	1.51*	0.42	0.00	0.68	2.34
	3	0.67	0.47	0.15	-0.25	1.60
	5	0.66	0.46	0.15	-0.25	1.58
	6	1.32*	0.57	0.02	0.18	2.45
	7	1.22*	0.47	0.01	0.30	2.14

	Tenure	Mean Difference	Std. Error	P	Lower Bound	Upper Bound
5 (3 – 5 years)	1	0.18	0.38	0.64	-0.56	0.92
	2	0.85*	0.37	0.02	0.12	1.58
	3	0.01	0.42	0.98	-0.83	0.85
	4	-0.66	0.46	0.15	-1.58	0.25
	6	0.65	0.54	0.23	-0.41	1.72
	7	0.56	0.42	0.18	-0.27	1.39
6 (4 – 5 years)	1	-0.48	0.51	0.35	-1.48	0.52
	2	0.19	0.50	0.70	-0.80	1.18
	3	-0.64	0.54	0.24	-1.72	0.43
	4	-1.32*	0.57	0.02	-2.45	-0.18
	5	-0.65	0.54	0.23	-1.72	0.41
	7	-0.09	0.54	0.86	-1.16	0.97
7 (6 – 7 years)	1	-0.38	0.38	0.31	-1.13	0.37
	2	0.29	0.37	0.44	-0.45	1.02
	3	-0.55	0.43	0.20	-1.39	0.29
	4	-1.22*	0.47	0.01	-2.14	-0.30
	5	-0.56	0.42	0.18	-1.39	0.27
	6	0.09	0.54	0.86	-0.97	1.16

**. The mean difference is significant at the 0.05 level.*

Table 24b: *Descriptive statistics for vigor pot hoc analysis*

Tenure	N	Mean	Std. Deviation
1	45	5.34	1.72
2	49	4.43	1.63
3	26	5.12	1.77
4	19	5.80	1.36
5	28	5.24	1.69
6	12	4.18	2.25
7	27	4.36	1.99
Total	206	4.93	1.79

***Table 25a**: LSD Post-Hoc comparison results: dedication based on organisational tenure.*

					95% Confidence Interval	
	Tenure	**Mean Difference**	**Std. Error**	**p**	**Lower Bound**	**Upper Bound**
1 (< 1 year)	2	0.91*	0.36	0.01	0.19	1.62
	3	0.22	0.43	0.61	-0.63	1.07
	4	-0.46	0.48	0.33	-1.40	0.48
	5	0.09	0.42	0.82	-0.73	0.92
	6	1.15*	0.57	0.04	0.04	2.27
	7	0.97*	0.42	0.02	0.14	1.81
2 (1 – 2 years)	1	-0.91*	0.36	0.01	-1.62	-0.19
	3	-0.68	9.42	0.11	-1.52	0.15
	4	-1.37*	0.47	<.00	-2.30	-0.44
	5	-0.81	0.41	0.05	-1.63	0.00
	6	0.25	0.56	0.66	-0.86	1.36
	7	0.07	0.42	0.87	-0.76	0.89
3 (11 – 15 years)	1	-0.22	0.43	0.61	-1.07	0.63
	2	0.68	0.42	0.11	-0.15	1.52
	4	-0.68	0.53	0.20	-1.72	0.35
	5	-0.13	0.48	0.79	-1.06	0.81
	6	0.93	0.61	0.13	-0.27	2.13
	7	0.75	0.48	0.12	-0.19	1.70
4 (16 + years)	1	0.46	0.48	0.33	-0.48	1.40
	2	1.37*	0.47	<.00	0.44	2.30
	3	0.68	0.53	0.20	-0.35	1.72
	5	0.56	0.52	0.28	-0.47	1.58
	6	1.62*	0.64	0.01	0.35	2.86
	7	1.44*	0.52	0.01	0.41	2.48
5 (3 – 5 years)	1	-0.09	0.42	0.82	-0.92	0.73
	2	0.81	0.41	0.05	-0.00	1.63

	Tenure	Mean Difference	Std. Error	p	Lower Bound	Upper Bound
	3	0.13	0.48	0.79	-0.81	1.06
	4	-0.56	0.52	0.28	-1.58	0.47
	6	1.06	0.60	0.08	-0.13	2.25
	7	0.88	0.47	0.06	-0.05	1.80
6 (4 – 5 years)	1	-1.15*	0.57	0.04	-2.27	-0.04
	2	-0.25	0.56	0.66	-1.36	0.86
	3	-0.93	0.61	0.13	-2.13	0.26
	4	-1.62*	0.64	0.01	-2.89	-0.35
	5	-1.06	0.60	0.08	-2.25	0.13
	7	-0.18	0.61	0.77	-1.37	1.01
7 (6 -7 years)	1	-0.97*	0.42	0.02	-1.81	-0.14
	2	-0.07	0.42	0.87	-0.89	0.76
	3	-0.75	0.48	0.12	-1.70	0.19
	4	-1.44*	0.52	0.01	-2.47	-0.41
	5	-0.88	0.47	0.06	-1.81	0.05
	6	0.18	0.61	0.77	-1.01	1.37

**. The mean difference is significant at the 0.05 level.*

Table 25b: *Descriptive statistics for dedication pot hoc analysis*

Tenure	N	Mean	Std. Deviation
1	45	5.34	1.72
2	49	4.43	1.63
3	26	5.12	1.77
4	19	5.80	1.36
5	28	5.24	1.69
6	12	4.18	2.25
7	27	4.36	1.99
Total	206	4.93	1.79

Table 26a*: LSD Post-Hoc comparison results: absorption based on organisational tenure.*

	Tenure	Mean Difference	Std. Error	p	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
1 (< 1 year)	2	0.52	0.33	0.12	-0.13	1.16
	3	-0.26	0.39	0.51	-1.02	0.51
	4	-0.82	0.43	0.06	-1.67	0.04
	5	-0.17	0.38	0.65	-0.92	0.58
	6	0.81	0.51	0.12	-0.20	1.83
	7	0.55	0.39	0.16	-0.21	1.31
2 (1 – 2 years)	1	-0.52	0.33	0.12	-1.16	0.12
	3	-0.77*	0.38	0.05	-1.53	-0.01
	4	-1.33*	0.43	<.00	-2.18	-0.49
	5	-0.69	0.38	0.07	-1.43	0.05
	6	0.30	0.51	0.56	-0.71	1.30
	7	0.03	0.38	0.94	-0.72	0.78
3 (11 – 15 years)	1	0.26	0.39	0.51	-0.51	0.02
	2	0.77*	0.38	0.05	0.01	1.53
	4	-0.56	0.48	0.24	-1.50	0.38
	5	0.083	0.43	0.45	-0.77	0.93
	6	1.07	0.55	0.05	-0.02	2.16
	7	0.80	0.43	0.07	-0.06	1.66
4 (16 + years)	1	0.82	0.43	0.06	-0.04	1.67
	2	1.33*	0.43	<.00	0.49	2.18
	3	0.56	0.48	0.24	-0.38	1.50
	5	0.64	0.47	0.17	-0.28	1.57
	6	1.63*	0.58	0.01	0.48	2.78
	7	1.36*	0.47	<.00	0.43	2.30
5 (3 – 5 years)	1	0.17	0.38	0.65	-0.58	0.92
	2	0.69	0.36	0.07	-0.05	1.43
	3	-0.08	0.43	0.85	-0.93	0.77

	Tenure	Mean Difference	Std. Error	P	Lower Bound	Upper Bound
	4	-0.64	0.47	0.17	-1.57	0.28
	6	0.99	0.55	0.07	-0.09	2.06
	7	0.72	0.43	0.09	-0.12	1.56
6 (4 – 5 years)	1	-0.81	0.51	0.12	-1.83	0.20
	2	-0.30	0.51	0.56	-1.30	0.71
	3	-1.07	0.55	0.05	-2.16	0.02
	4	-1.63*	0.58	0.01	-2.78	-0.48
	5	-0.99	0.55	0.07	-2.06	0.09
	7	-0.27	0.55	0.63	-1.35	0.82
7 (6 – 7 years)	1	-0.55	0.39	0.16	-1.31	0.21
	2	-0.03	0.38	0.94	-0.78	0.71
	3	-0.80	0.44	0.07	-1.66	0.06
	4	-1.36*	0.47	<.00	-2.30	-0.43
	5	-0.72	0.43	0.09	-1.56	0.12
	6	0.27	0.55	0.63	-0.82	1.35

*. The mean difference is significant at the 0.05 level.

Table 26b: *Descriptive statistics for absorption post hoc analysis*

Tenure	N	Mean	Std. Deviation
1	45	4.56	1.53
2	49	4.06	1.46
3	26	4.83	1.75
4	19	5.39	1.43
5	28	4.75	1.46
6	12	3.76	1.88
7	27	4.03	1.79
Total	206	4.47	1.62

Table 27a: *LSD Post-Hoc comparison results: Sense of Belonging based on organisational tenure*

					95% Confidence Interval	
	Tenure	**Mean Difference**	**Std. Error**	**p**	**Lower Bound**	**Upper Bound**
1 (< 1 year)	2	0.24*	0.11	0.06	0.05	0.45
	3	-0.24	0.13	0.06	-0.50	0.01
	4	-0.24	0.15	0.10	-0.53	0.05
	5	0.06	0.13	0.62	-0.19	0.32
	6	0.05	0.17	0.78	-0.29	0.39
	7	-0.06	0.13	0.65	-0.31	0.20
2 (1 – 2 years)	1	-0.24*	0.11	0.06	-0.45	-0.02
	3	-0.48*	0.13	<.00	-0.73	-0.23
	4	-0.48*	0.14	<.00	-0.76	-0.20
	5	-0.17	0.13	0.17	-0.42	0.07
	6	-0.19	0.17	0.27	-0.53	0.15
	7	-0.30*	0.13	0.02	-0.55	-0.05
3 (11 – 15 years)	1	0.24	0.13	0.06	-0.01	0.50
	2	0.48*	0.13	<.00	0.23	0.74
	4	0.00	0.16	0.99	-0.31	0.32
	5	0.31*	0.14	0.04	0.02	0.59
	6	0.29	0.19	0.12	-0.07	0.66
	7	0.19	0.15	0.21	-0.10	0.47
4 (16 + years)	1	0.24	0.15	0.10	-0.05	0.53
	2	0.48*	0.14	<.00	0.20	0.76
	3	-0.00	0.16	0.99	-0.32	0.31
	5	0.30	0.16	0.06	-0.01	0.62
	6	0.28	0.20	0.14	-0.10	0.67

	Tenure	Mean Difference	Std. Error	p	Lower Bound	Upper Bound
	7	0.18	0.16	0.25	-0.13	0.50
5 (3 – 5 years)	1	-0.06	0.13	0.62	-0.32	0.19
	2	0.17	0.13	0.17	-0.07	0.42
	3	-0.31*	0.14	0.04	-0.59	-0.02
	4	-0.30	0.16	0.06	-0.62	0.01
	6	-0.02	0.18	0.93	-0.38	0.35
	7	-0.12	0.14	0.39	-0.40	0.16
6 (4 – 5 years)	1	-0.05	0.17	0.78	-0.39	0.29
	2	0.19	0.17	0.27	-0.15	0.53
	3	-0.29	0.19	0.12	-0.66	0.07
	4	-0.29	0.20	0.14	-0.67	0.10
	5	0.02	0.18	0.93	-0.35	0.38
	7	-0.11	0.18	0.56	-0.47	0.26
7 (6 – 7 years)	1	0.06	0.13	0.65	-0.20	0.31
	2	0.30*	0.13	0.02	0.05	0.55
	3	-0.19	0.15	0.21	-0.47	0.10
	4	-0.18	0.16	0.25	-0.50	5.13
	5	0.12	0.14	0.39	-0.16	0.41
	6	0.11	0.18	0.56	-0.26	0.47

**. The mean difference is significant at the 0.05 level.*

Table 27b: *Descriptive statistics for sense of belonging post hoc analysis*

Tenure	N	Mean	Std. Deviation
1	45	2.87	0.57
2	49	2.63	0.56
3	26	3.11	0.47
4	19	3.11	0.42
5	28	2.80	0.57
6	12	2.82	0.60
7	27	2.93	0.45
Total	206	2.86	0.55

4.2.2. The influence of proportion of black people in the organisation on RIM (avoidance, affiliation, racial humour, enhancement), sense of belonging and work engagement (vigour, dedication, absorption).

In order to assess the influence of proportion of Black people found in organisations had an influence on the levels of RIM, work engagement and sense of belonging, one way-ANOVA was carried out. Levene's test was conducted to test for the homogeneity of variance assumption of the one-way ANOVA analysis. The results obtained from the Levene's test produced non-significant results for all the variables with an exception of racial humour produced (see Table 28). Therefore, the Welch' t statistics was obtained for the racial humour variables, which produced non-significant results (see Table 29). Thus, implying that homogeneity of variances was assumed.

The results from the one-way ANOVA produced non-significant for all the variables. Thus, suggesting that there were no differences in levels of RIM (avoidance, affiliation, racial humour, enhancement), work engagement (vigour, absorption, dedication) and sense of belonging at work based on the proportion of Black people in the organisation (see Table 30).

Table 28: *Levene's test of homogeneity of variances for proportion of black people in the organisation variable.*

Variable	Leven's test	p
Avoidance	0.75	0.56
Affiliation	2.16	0.08
Racial humour	2.50	0.04
Enhancement	0.88	0.48
Vigour	0.39	0.82
Absorption	0.56	0.69
Dedication	1.08	0.37
Overall engagement	0.44	0.78
Sense of belonging	2.18	0.07

Table 29: *Welch's statics for racial humour*

Variable	Welch's statistic	p
Racial humour	0.77	0.57

Table 30: *One-way AVOVA results: proportion of black people in the organisation.*

Variables		Sum of squares	*df*	Mean square	*f*	p
Affiliation	Between groups	10.26	4	2.57	1.89	0.11
	Within groups	272.82	201	1.36		
	Total	283.08	205			
Avoidance	Between groups	7.67	4	1.92	1.31	0.27
	Within groups	294.68	201	1.47		
	Total	302.36	205			
Racial humour	Between groups	4.98	4	1.24	0.60	0.66
	Within groups	417.97	201	2.07		
	Total	421.95	205			
Enhancement	Between groups	14.63	4	3.66	1.80	0.13
	Within groups	408.19	201	2.03		
	Total	422.82	205			
Vigour	Between groups	9.53	4	2.38	0.93	0.45
	Within groups	514.82	204	2.56		
	Total	524.34	205			
Absorption	Between groups	11.53	2	2.88	1.09	0.36
	Within groups	529.27	201	2.63		
	Total	540.80	204			
Dedication	Between groups	9.27	4	2.32	0.72	0.58
	Within groups	649.57	201	3.23		
	Total	658.85	205			
Overall work	Between group	8.62	4	2.15	0.92	0.45
engagement	Within groups	468.47	201	2.33		
	Total	477.09	205			
Sense of	Between groups	2.51	4	0.63	2.13	0.08
belonging	Within groups	59.18	201	0.29		
	Total	61.68	205			

This chapter presented all results that were obtained in the current study. The following chapter presents a general discussion of the findings within the contexts of existing literature on RIM, work engagement and sense of belonging. Directions for future research, limitations of the current study and practical implications are outlined.

Chapter Five: Discussion

This chapter presents a discussion on the overall findings in the current study within the context of the previous studies and literature. Lastly, limitations of the current study and directions for future research will be outlined.

The current study sought to explore the relationship between RIM (avoidance, affiliation, racial humour, and enhancement) and work engagement (Vigour, absorption, dedication) and whether sense of belonging at work functions as a mediator between RIM and work engagement in Black professionals in South Africa. In addition, the current study also sought to explore how the biographic variables (tenure, proportion of Black people in the organisation) could have influenced levels of RIM (avoidance, affiliation, racial humour, enhancement), sense of belonging at work and work engagement.

As outlined in the literature review most research on RIM strategies stems from USA literature which has clearly defined minority vs majority social identity status. There is thus more focus in research on racial identities and how this relates to how minority and majority groups interact and relate with one another. However, this is not the case in a multicultural context such as South Africa where multiculturalism evolves differently with various psychological dynamics at play and there are no clearly defined dominant groups. This study was therefore important to understand how Black professionals navigate multiracial dynamics in workplaces in South Africa and manage impressions of their racial identities.

The results indicated that of all four RIM strategies, affiliation was used the most. This was followed by enhancement, avoidance and racial humour was the least used strategy. One possible reason why affiliation was the most prevalent RIM strategy could be attributed to the fact that the Black group was heavily discriminated against in the past and they were not allowed to interact with the white group. Therefore, this group could be affiliating and creating cohesion with the white group because they would have much to learn and gain economically from interacting with this group. As Adams et al. (2018) pointed out that the white group in South Africa form part of the economically dominant group and are more affluent than other groups.

5.1. RIM (avoidance, affiliation, racial humour, enhancement) and work engagement (Absorption, dedication, vigour)

5.1.1. Avoidance and work engagement

Based on the argument that was formed around the existing literature, it was hypothesised that the RIM (avoidance) would be negatively related to work engagement (vigour, absorption, dedication). However, results from the Pearson correlations revealed that none of the three subscales of work engagement or the overall work engagement was related to avoidance. Similarly, the results from the simple regression analysis indicated that avoidance was not a significant predictor of any of the subscales of work engagement or the overall engagement.

The reason for these results could be attributed to the generational differences of the sample. Participants were from different generational groups; however, majority of participants were between the ages of 24 and 35 years. These generational differences may alter their perceptions of racial discrimination and stereotyping. Other generations may be most likely than others to reframe from acting against any racial devaluation, discrimination and stereotypes that may occur. Alternatively, other may perceive engaging in RIM to be more demanding and may destruct them from being perceived as members of the organisation and meeting their performance standards. As shown in Morgan (2002) study, all RIM strategies were found to be related to age, such that the young employees perceived RIM construction to require more effort than older employees did. However, future research could examine the influence of generational differences on the relationship between avoidance and work engagement.

5.1.2. Affiliation and engagement (Vigour, absorption, dedication).

A moderate and positive relationship was found between affiliation and overall work engagement. Regarding subscales of work engagement, a moderate and positive correlation was found between affiliation and vigour and absorption. A weak and positive relationship was found between affiliation and dedication. Similarly, from the simple regression analysis, the results indicated that the overall work engagement and the subscales of work engagement were predicted by affiliation.

These findings suggest that professionals who use the affiliation strategy to manage their racial identity at work, also show higher in levels of work engagement. This finding was

unexpected as it was hypothesised that affiliation would be negatively related to work engagement (vigour, absorption, dedication). This was because those who use affiliation, invest more efforts in impression management as they attempt to enact their desired identities instead of their authentic selves, which may be a source of increased cognitive and emotional overload and psychological stress (Roberts, 2005).

One speculative explanation for these results may be because, with the affiliation strategy individuals seek to build cohesion with their colleagues from other racial groups by focusing more on the commonalties and often suppress their racial identities (Roberts et al., 2014). This could then imply that these individuals identify more strongly with their professional identities than their racial identity at work and therefore focus their energy on their work and the work they have in common with other professionals other than racial stereotypes and devaluation (Morgan, 2002). Thus, the increased levels of work engagement with the greater use of the affiliation strategy.

It is also argued that focusing on commonalties at work may also increase liking among colleagues and assist in building high quality relationships with colleagues which may foster positive emotions and contribute to one's overall wellbeing (Heaphy & Dutton, 2008). This is also in line with Ibarra's (1995) argument, that building cohesion with the work group is critical to achieving professional success, as work relationships form the basis of social networks, support and capital that can foster career advancement.

As a result, these could be influencing favourable outcomes of group relations, thereby decreasing the likelihood of being targets of racial stereotypes, prejudice or discrimination. Additionally, in the work engagement literature, it also has been emphasised that harmonious relations among co-workers foster a sense of psychological safety at work and promotes positive emotions, increased work engagement and productivity (Schaufeli & Van Rhenen, 2006; Avey, Wernsing & Luthans, 2008). An increase in work engagement can thus be expected with the greater use of the affiliation strategy which promotes building cohesion with other groups.

Additionally, these results can also be understood from the social support theory perspective. The social support theory suggests that having access to support assists in mitigating adverse impact of exposure to ongoing stressful life events and strains. Social support is defined as an

exchange of resources or functions in support of a person by their friends, family or colleagues in order to enhance their wellbeing and the fulfilment of the everyday task and responsibilities (Hupcey, 1998). It can thus be argued that Black professionals who have successfully managed to build cohesion and work relationships with their colleagues through affiliation may have greater access to social support and capital, hence they are more engaged in their work. This is also in line with the considerable amount of research on social support, which suggest that social support reduces the risk poor well-being and health in response to stress exposure (Cutrona et al., 1994; Turner, Frankel & Levin, 1983).

5.1.3 Racial humour and engagement (Vigour, absorption, dedication).

It was also hypothesised that the use of the RIM strategy racial humour is weakly and positively related to overall work engagement. In line with the proposed hypothesis, the results indicated that overall work engagement and the two subscales of work engagement (vigour, absorption) were weakly, positively and significantly related to racial-humour. However, there was no relationship found between racial humour and the third dimension of work engagement; dedication. This was also supported by the findings from the simple regression analysis, which similarly suggested that overall work engagement and the two subscales of work engagement; vigour and absorption were significantly predicted by racial humour while the third-dimension of dedication was not.

These results suggest that the greater use of the racial humour strategy by Black professional in organisations in South Africa is associated with higher levels of work engagement. Rothwell (1996) noted that the use of humour in the workplace is viewed as a useful and valuable tool to defuse critical situations and reduce stress. It therefore makes sense that Black professionals who utilise racial humour may experience reduced stress resulting from racial discrimination and devaluation, and as a result, experience increased work engagement. This is supported by a study which explored engagement in the context of university students, the results indicated that academic engagement was negatively related to student ill-being such as stress, burnout and depression (Upadyaya & Salmela-Aro, 2013). Therefore, where there is reduced stress levels an increased work engagement can be expected.

Additionally, these findings are in support of the argument presented in the literature review based on the Morgan (2002) study, that individuals who identify less with their racial identity are most likely to use RIM strategies that de-emphasise their race (i.e. avoidance and

affiliation. It can therefore be suggested that those who employ racial humour and enhancement strategies identify strongly with their racial identity and have high racial centrality. Racial centrality is defined as "the extent to which a person normatively defines himself or herself with regards to race" (Roberts et al., 2014, P. 3). As Roberts, Settles and Jellison's (2008) study indicated that strong identification with the devalued group was found to be related to the greater use of positive distinctiveness strategies (enhancement, racial humour) and less of social recategorization strategies (avoidance, affiliation). The results from Roberts et al.'s (2014) study suggested that higher levels of racial centrality promote authentic self-expression.

Therefore, these professionals who utilise the racial humour strategy may feel more confident with engaging in RIM and find it less emotionally draining for them because embracing their desired identity publicly is constant with their self-concept (Morgan, 2002). The experience of expressing oneself authentically is likely to produce positive outcomes and emotions (Roberts et al., 2009), which in turn can contribute to the overall work engagement and sense of wellbeing. Positive emotions are associated with positive outcomes such as organisational commitment and work engagement (Sia et al., 2015). From this perspective, it can thus be expected for to be racial humour positively related to work engagement.

5.1.4. Enhancement and engagement (Vigour, absorption, dedication).

It was hypothesised that RIM strategy of enhancement is positively related to work engagement. As predicted, the results indicated that enhancement was weakly, positively and significantly related to overall work engagement and all the subscales of work engagement (vigour, absorption, dedication). Similarly, the results from the simple regression analysis also indicated that enhancement was a significant predictor of the overall work engagement and the subscale of work engagement (vigour, absorption, dedication). These findings suggest that Black professionals who employ the enhancement strategies more frequently also tended to be more engaged in their work.

As with racial humour, embracing an identity at work through enhancement promotes a sense of empowerment and authentic self-expression (Roberts, 2005). This is supported by Creed and Scully's (2002) argument, with regards to social identity impression management, employees who enact their authentic selves at work, invest less effort in guarding against

racial stigmatisation and as a result contribute fully to their organisations. It thus makes sense that Black professionals in South Africa who employ enhancement strategies may invest less time in guarding against racial discrimination and stereotypes, and consequently invest more time in making full contributions in their workplaces and thus showed increased levels of work engagement.

This is also in line with Roberts (2005), who indicated that credibility and authenticity moderate the impact of SIM or general impression management on interpersonal relationships at work, wellbeing, and work performance. Thus, it is not surprising that enhancement which is characterised by authentic self-expression is positively related with work engagement. These findings are also consistent with the results from the Morgan (2002) RIM study among Black medical students in the USA, which indicated that positive distinctiveness strategies (enhancement and racial humour) were negatively related to intention to quit school and depression, while they were positively related to medical career crystallization. Roberts et al. (2008) also found that positive distinctiveness strategies were also related to more positive career attitudes and less to depression in Black medical students and women in science in the USA. It is therefore not surprising that the frequent use of the enhancement strategy was associated with positive work outcome of increased work engagement.

Additionally, it was empirically shown that perceived discrimination at work reported by employees is negatively related to positive outcomes such as job satisfaction and organisational commitment (Ensher, Grant-Vallone & Donaldson, 2001). While, Shallenberger (1993) study revealed that Black employees in the USA who perceive discrimination in their work organisations were most likely to quit and change their jobs as compared to their white counterparts. Therefore, with regards to the results in this current study it can be argued that Black Professionals in South Africa are successful in their use of RIM strategy of enhancement which may be freeing them up to be engaged in their work.

This is because they showed positive work outcome; increased level of work engagement with the use of enhancement despite the negative stereotyping they may be experiencing in their organisations. As empirical work carried by Morgan (2002) revealed, in disadvantaged

employees, racial stereotyping and discrimination significantly predicted the effort to employ RIM strategies. From this lens, it can be suggested that RIM helps to improve work engagement of Black professionals in organisations where discrimination against disadvantaged groups may be prevalent. However, future research may investigate the relationship between RIM and work engagement with perceived racial discrimination by disadvantaged groups as a moderating variable.

5.1.5. RIM and work engagement

It was expected that some of the RIM strategies (avoidance, affiliation) would be negatively related to work engagement, given that RIM is said to be a form of emotional labour, cognitively demanding and can reduce one's capacity to perform their tasks successfully (Morgan, 2002). However, it is not completely surprising that the three out of four RIM strategies were positively related to work engagement, given that Goffman (1967) explained that when managed successfully, impression management was found to be related to positive outcomes and it found to increase self-confidence and psychological comfort.

5.2. RIM (avoidance, affiliation, racial humour, enhancement) and sense of belonging.

5.2.1. *Avoidance and sense of belonging.*

The present study also investigated the relationship between RIM (avoidance) and sense of belonging in Black professionals in organisations in South Africa. Hewlin's (2003) qualitative study which was conducted in the USA, proposed that those who create facades of conformity by hiding their true values when they perceive differences in their organisations are most likely to experience stress and tension. Avoidance was thus expected to be negatively related to sense of belonging at work. Contrary to what was expected, the results indicated that there was no relationship between avoidance and sense of belonging, such that Black professionals' attempt to employ the avoidance strategy is independent of their sense of belonging at work.

These findings are in part different from those of Belle's (1990) study, which revealed that the need to manage impressions of one's social identity will engender feelings of poor fit. However, these results can be attributed to the structural inequalities that still exist in organisations in South African and conformity to the existing white structures. Given the

structural inequalities that still exist in organisations due to the effects of the Apartheid, it can be argued that majority of organisations in South Africa can be considered to be those of high-power distance, thus people can accept hierarchical orders without justifications and conform to the existing structures to fit in. As Booysen (2007) emphasised that majority of organisations in South African are characterised by a culture that is exclusively hierarchical, white male dominated and autocratic with high levels of power manifesting in discrimination, bullying and blaming.

As such, marginalisation from the minority white leaders in organisations can be tolerated by the majority of Black professionals by hiding or masking their true selves and values. It was suggested that often in multicultural organisations, employees' success or survival can mainly depend on how well they conform to the organisational values and prevailing norms (Hewlin, 2003). It thus makes sense that the use of avoidance is unrelated to sense of belonging at work. As Bell (2014) explained, true sense of belonging is characterised by valued differences, respect for diversity, and allowing for the embracing of people's uniqueness as opposed to homogeneity or assimilating and conforming to the identity of the dominant group.

5.2.2. Affiliation and sense of belonging.

It was hypothesised that affiliation would be negatively related to sense of belonging. However, affiliation was found to be positively related to sense of belonging, such that Black professionals in South Africa who employ the affiliation strategy to an extent, tend to perceive a greater sense of belonging in their work organisations. Moreover, affiliation was a significant predictor of sense of belonging at work. These findings are consistent with research on positive intergroup relations and the concept of social recategorization from the social identity theory.

Gaertner and Dovidio (2000) suggested that focusing on commonalities assists individuals to change the distinct identity groups to more inclusive common ones. Therefore, from these findings, it is evident that this sample of Black professionals in South Africa who have successfully formed part of more inclusive, common and favourably viewed group within organisations (in-group) as a result of employing the affiliation strategy tend to perceive a greater sense of belonging with their organisations. As Chatman, Polzer, Barsade and Neale

(1998) also argued, focusing on commonalties at work may make one's professional identity at work more salient and facilitate being viewed as a full member of the organisation.

5.2.3. *Racial humour and sense of belonging at work*

As hypothesised, racial humour was found to be positively related to sense of belonging at work, such that the greater use of the racial humour strategy was related to a greater sense of belonging of Black professionals in their work organisations. As noted in the literature review chapter earlier, individuals' sense of belonging in their environment is influenced by the kind and strength of relationships they have within that environment and perceived fit (Winter-Collins & McDaniel, 2000). Braverman (1994) also added that the use of humour increases group cohesion. It is thus not surprising that, given the built relationships and group cohesion that is enhanced with racial humour, Black professionals sense of belonging at their workplace would increase. Humour is regarded as an index of intimacy and trust (Ziv, 1984).

Roberts et al. (2014) noted, employees are most likely to successfully use racial humour with colleagues they have already established high quality relationships with, as this may reduce the discomfort of engaging in race discussions, versus with colleagues who are relative or complete strangers. Essentially, high quality relationships which are associated with sense of belonging create environments where racial humour is acceptable. These findings are also in part consistent with those reported by Smith, Harrington and Neck (2000). They found that individuals are most likely to employ humour with those who are similar to them along seniority or racial classifications. Cronin (1985 as cited in Smith et al., 2000) reported that increasing a number of minorities and female executives in organisations inhibited the use of humour as a result of increased fear of offending someone.

5.2.4. *Enhancement and sense of belonging at work*

Contrary to what was hypothesised, no relationship was found between enhancement and sense of belonging at work. The results further indicated that enhancement was not a significant predictor of sense of belonging at work. These findings can be understood from the social identity theory perspective. As previously discussed, belonging to an organisation according to the social identity theory requires members of the organisation to conform to

the normative expectations and values and consequently one's uniqueness becomes less important (Stets & Burke, 2000). It thus can be argued that Black professionals who employ the enhancement strategy do not perceive a sense of belonging in their organisations because of their conscious desire to not want to assimilate/ belong with the favourably viewed group or dominant culture in their organisations. Black professionals in South Africa may be using enhancement to embrace and publicly claim their racial identity, as a way of purposefully promote inclusivity as opposed to assimilating to the dominant white culture and societal norms that dominate the labour market in South Africa.

In support, Kaiser and Pratt-Hyatt's (2009) study on undergraduate students in the USA revealed that White people hold negative attitudes towards individuals who employ the enhancement strategy as they viewed as rejecting the existing societal status arrangements and norms. This may also be due to the idea of transformation within the South African context. As Albertyn (2007) explained that transformation in the South African context is aimed at shifting power relations, from what was the dominant white culture to building new social norms and structures of equality and inclusivity with regards to employment, training and education.

It is thus not surprising that enhancement is not related to a sense of belonging at work, because the idea of belonging of Black professionals who use enhancement, seem to contradict that of the social identity theory perspective. As pointed out in the literature review chapter, belonging to an organisation from the social identity perspective requires members of the organisation to conform to the normative expectations and values and consequently one's uniqueness becomes less important (Stets & Burke, 2000). However, individuals who employ the enhancement strategy seem to associate belonginess with valued difference, acceptance by other groups and embracing unique characteristics. As Roberts, Settles and Jellison (2008) emphasised that individuals whom employ the positive distinctiveness strategies are highly and psychologically attached to their identities and they are less likely to compromise their sense of self when they interact with others. Instead, they are consistent with presenting and expressing an image that highly speaks to their internal values.

5.3 Sense of belonging and work engagement

In line with what was expected, sense of belonging was found to be a significant predictor of work engagement. These findings are in line with the argument presented by Bono and Judge (2003). They stated that, how an individual fit in with or relates to their environment has a great effect on their engagement. Previous research, Major and O'Brien (2005) also revealed that when an employee feels that a central component of their social identity is threatened, they are most likely to disengage physically or psychologically in order to cope with their situation. It is therefore logical that within the current context, when Black professionals perceive a sense of fit and belonging with their organisations and feel that a central part of their identity is valued, they tend to be more engaged with their work.

5.4 Sense of belonging as a mediator between RIM (avoidance, affiliation, racial humour, enhancement) and work engagement.

The other objective of this study was to determine whether sense of belonging at work functions as a mediator between RIM (avoidance, affiliation, racial humour, and enhancement) and work engagement. On the basis of the existing literature, it was hypothesised that sense of belonging at work would fully mediate the relationship between RIM (avoidance, affiliation, racial humour, and enhancement) and work engagement (vigour, dedication, absorption). However, following Baron and Kenny's (1986) steps of establishing mediation and as discussed previously, avoidance was not found to be a significant predictor of sense of belonging at work in step 1. As a result, it was no longer considered to be an independent variable in the study. Sense of belonging was also no longer considered as a potential mediator on the relationship between RIM (avoidance, enhancement) and work engagement because it was also shown in step 2 that it is not predicted by these two types of RIM.

Consequently, to continue investigating the mediating role of sense of belonging at work between RIM and work engagement, only two RIM strategies (affiliation, racial humour) were considered. It was found that sense of belonging at work partially mediated the relationship between affiliation and all three-work engagement dimensions and overall work engagement. This partial mediation suggests that sense of belonging at work cannot fully account for the prediction of work engagement by affiliation. Thus, implying that there may

be other variables/ factors that may be influencing this relationship. Therefore, future research, other factors may need to be explored as potential mediators of the relationship between affiliation and work engagement such as diversity climate in the organisations, age or gender.

Moreover, the results demonstrated that sense of belonging mediated the relationship between RIM (racial humour) and overall work engagement and the two work engagement subscales (vigour, absorption). Consequently, it was deduced that the Black professional's use of racial humour predicted their sense of belonging in their work organisations, which in turn influenced their level of work engagement. Essentially these results suggest that Black Professionals in organisations in South Africa who greatly employ the racial humour strategy also tend to experience higher levels of work engagement. However, this is due to the fact that they perceive a greater sense of belonging in their work organisations. The third dimension of work engagement of dedication was not considered given that the correlation analysis indicated that it was not related to racial humour strategy and step 1 of the simple regression analysis also confirmed that racial humour was not a significant predictor of dedication.

5.5. Differences in levels of RIM, work engagement and sense of belonging at work.

Additional analyses were conducted to explore whether demographical factors of tenure and proportion of Black people in organisations had an influence on the sample's levels of RIM, work engagement and sense of belonging at work.

5.5.1. Organisational tenure, RIM (avoidance, affiliation, racial humour, enhancement), work engagement and sense of belonging at work.

There were no differences observed in the use of RIM (avoidance, affiliation, racial humour, and enhancement) by Black professionals in South Africa based on organisational tenure. This is an interesting finding within the South African context. This implies that regardless of how long they have been working for their organisations, they still feel the need to manage the racial aspects of their social identities. These findings may be attributed to the awareness of the enduring racial discrimination and lack of inclusivity in the labour market. The history of

the South African labour market has always prioritised, favoured and put more value on white people and the white culture.

Perna's (2001) study on the sex and race differences in faculty tenure track in the USA, found that when employees perceive racial discrimination in their organisations, they are most likely to assume poor diversity climate in their organisations and may infer a lack of inclusion when they perceive that other social identity groups have been treated unfairly. From this perspective, the results could be implying that lack of inclusivity is an issue that organisations in South African are still challenged with, which results in Black professionals feeling the need to manage their racial identities. Therefore, these organisations need to work on developing strategies that will create a healthy diversity climate, where they prioritise and care for diversity and strive to create working environments that are inclusive for all. Future research should consider exploring the influence of diversity and inclusion climate in organisations on RIM, work engagement and sense of belonging.

However, in terms of work engagement or subscales the general trend of the results indicated that, Black professionals in this sample with longer tenure their organisations showed higher levels of work engagement than those of shorter tenure. These findings are in agreement with that of Bal, De Cooman and Mol's (2013) longitudinal study of employees in a risk management organisation in the Netherlands, which revealed that stability in work engagement was higher for those with high organisational tenure. It is suggested that employees with higher tenure with one organisation tend to aim for career of lifelong employment within those organisations, as such they are more engaged in their work and have no intension to leave because they feel committed to the long-term goals of the organisation and its success (Bal et al., 2013). Ng and Feldman (2010) also revealed that with increase in tenure, employees accumulate greater work-organisation task related knowledge and skills. As a result, they have a better understanding and experience of what their organisations expects from them. This causes their work behaviour to be less dependent on exchange relationships but more on work routines and habits.

Similarly, the results suggested that in terms of sense of belonging at work, Black professionals who have been with their organisations longer, perceived a greater sense of

belonging at work than those who are relatively new in their organisations. Based on the existing literature, these results were expected, given that longer organisational tenure is considered to be an indicator of inclusion in work organisations (Ng and Feldman, 2010; Stamper & Masterson, 2002). These results support the findings from Preffer and Baron's (1988 as cited in Stamper & Masterson, 2002) study, which indicated that the longer an employee is a member of an organisation, the more included they felt. Ng and Feldman (2010) also added that employees with higher organisational tenure are those with better person-organisational (P-O) fit, given that those with low P-O fit are most likely to leave their organisations in the early tenures of their tenure. It is thus, theoretically and practically sound that Black professionals in South Africa with more organisational tenure have a great sense of belonging at their organisations that those who with low organisational tenure.

5.5.2. Proportion of Black people in organisations, RIM (avoidance, affiliation, racial humour, enhancement), work engagement and sense of belonging at work.

Contrary to what was expected, the results indicated that there were no differences in the levels of RIM, sense of belonging at work and work engagement based on the proportion of Black people in organisations. It was expected that there would be differences in levels of RIM, sense of belonging and work engagement of Black professionals in organisations where they are the majority versus in organisations where they are the minority. These non-significant differences however may be attributed to notion that Black professionals or the Black social identity group at a large extent share similar experiences and struggles with regards to their racial identity. As Biko (1971) pointed out that Black people in South Africa identify themselves as a unit of struggle against the injustices of the Apartheid and strive towards the realisation of their aspirations. Given their shared experiences and racial struggles, it can be expected for them to experience similar outcomes or consequences with regards to their racial identity.

5.6. Limitations and recommendations for future research

Employing certain strategies over others may result in differing consequences for different individuals. Therefore, it may be valuable for future research to consider exploring contexts within which individuals defines themselves and construct their identities. Furthermore, it may also be useful to investigate the influence of racial centrality versus professional

centrality and racial and diversity climate within work organisations on the above relationships. Given that not all the RIM strategies in this study were positively related to work engagement, it would be valuable to investigate factors that influence the choice of RIM strategies to employ and look at the successful and unsuccessful attempts of using RIM.

This current study further produced results that provided an insight that enhanced and helped shape our understanding of the relationships that exists between RIM (avoidance, affiliation, racial humour, enhancement), sense of belonging at work and work engagement (vigour, absorption, dedication). However, there were a number of limitations that were observed. Firstly, the study made use of non-probability purposive and snowballing sampling, where participants were chosen based on accessibility, willingness and availability to take part in the study. Therefore, certain groups may have been more likely to participate in the study than other groups which may have resulted in a sample that is not representative of the population of the Black professionals in the South African labour market (Rosenthal, 2005). Thus, creating potential volunteer bias and self-selection bias.

While the use of snowballing sampling technique was useful in identifying and reaching a population that was difficult to find, it also has the potential to lead to the oversampling of a specific network of participants over others. This can result in response bias and ultimately limiting the overall generalisability of the results to other populations. This was evidenced by the composition of the sample, whereby majority (27.7%) of the sample were Pedi. Secondly, data was collected using self-report measures, whereby Black professionals where asked to report and rate their own perceptions regarding RIM, sense of belonging at work and work engagement. As a result, this may have created response biases, where most participants could have provided false or inconsistent measures that are socially desirable instead of true measures that apply to them. Additionally, Stangor (2011) noted that self-report measures are problematic because they “assume that people are able and willing to accurately self-report on the causes of their behaviours” (p. 79).

Another limitation pertains to the research design that was utilised. Although the use of mediation analysis is said to be useful in establishing directionality of the relationships between the variables of interest (Shrout & Bolger, 2002), the cross-sectional nature of this

study limits the inference of any causal claims. Future research may consider adopting the longitudinal research design to shed some light into the causal relationships between these variables. Moreover, this study made use of online surveys solely to collect data from Black professionals in organisation in South Africa. As a result, access was only limited to professionals who had access to computers and internet, thus excluding those who do not.

Lastly, this study only explored the influence of two demographic variables; organisational tenure and proportion of Black people in organisations on the variables examined in this study. However, a variety of biological, environmental and psychological factors may influence the relationships explored in this study. Therefore, the inability of this current study to account for the influence of the outlying variables also limits our ability to view and consider the relationships established in this study as independent and exclusive of additional factors. Future research may consider exploring antecedents and consequences of engaging in RIM and additional factors that may impact on these variables such as gender, age, occupational level, level of education and more. Future research may consider examining the tenure as a moderator.

Conclusion

Despite some limitations observed, this research study demonstrated the importance of sense of belonging at work. At the point of this study, the relationships explored in this study did not appear to have been explored widely in the existing literature, particularly within the South African context. This study contributes to our understanding of the links that exist between RIM, sense of belonging and work engagement. The findings in this study affirms the results from Roberts et al.'s (2014) which claim that the use of affiliation strategy predicated career success, as this strategy is associated with high professional centrality. A new finding on this study was that RIM strategy of avoidance was not related to sense of belonging at work and the positive work outcome of work engagement. Sense of belonging at work does not influence the relationship between work engagement and the two RIM strategies of enhancement and avoidance.

We still live in a society where racial identity forms foundation of status and racial differences are magnified. While some may suggest that we live in post-apartheid society, for the majority

of Black people in South Africa, democracy alone proved to be not sufficient to undo the history of institutional and systematic oppression of Blacks. As the results indicated that Black professionals still feel the need to align their devalued racial identity with the valued identity of a homogenous organisational environments using RIM strategies. This suggests that many organisational environments still function as reflections of the microcosms of the broader systematic, political and social issues.

This study highlighted the importance for Black professionals in South Africa to present themselves in a way that is well aligned with how they perceive themselves, which is inherently tied to their ability to feel like valued insiders in their organisations. These results further suggest that organisations in South Africa must try to develop and commit to actively managing their employees' perceptions of sense of belonging in order to reap positive outcomes for effective organisational functioning and create inclusive working environments.

They also suggest that organisations in South Africa must work towards aligning the organisational practices to support goals of diversity and inclusivity. Therefore, a possible way of promoting and ensuring inclusivity in these diverse and multicultural contexts, organisations may consider developing policies that will facilitate the creation of environments which enable intergroup relationships and to put more emphasis to moving towards organisations which embraces differences. Organisations may consider providing an ongoing diversity and inclusion trainings to their employees.

Recommendations for practice for organisational psychologists.

It is evident from the results that sense of belonging is related to employee engagement. By fostering a supportive and inclusive work environment, organisations stand to benefit from having an engaged workforce. Therefore, it may be worthwhile for organisations together with organisational psychologists in South Africa to look into strategies to improve the sense of belonging and work engagement of Black professionals. Organisations may consider removing barriers that exist between individuals in the workplace that are often caused by the lack of diversity and inclusivity, respect for diversity or ignorance.

This can be achieved by Organisational psychologists working together with Employment Equity committees (EECs) and managers within organisations to drive, assist and monitor employment equity processes in the workplace. Organisational psychologists may assist EECs and employment equity managers with drafting employment equity plans and goals for the organisation. These parties may then meet on monthly or quarterly basis to review the progress and make necessary recommendations and adjustments. Another way in which organisational psychologists can take proactive steps to broaden employees' sense of belonging and encourage diversity and inclusivity is to encourage organisations to take deliberate steps to recruit and a hire a diverse workforce that includes different ethnicities, religions, ages, characteristics and worldviews in a diverse range of positions.

In some work environments, employees may not have a deep enough understanding of the people they work with, including their values, ambitions and interests. In such work environments, organisational psychologists may assist in facilitating conversations where employees can gain a deeper understanding about their fellow colleagues. This is to encourage open discussions about sense of belonging, race and inclusivity. Getting an understanding about people they work with, their culture and values may aid in dissolving interpersonal barriers. This may also broaden employees' exposure to diverse ways of interacting with different individuals and the environments they function in.

Furthermore, people tend to become emotionally close to those they work closely with. Therefore, in order to improve the belonging of Black professionals and their work engagement, organisations could consider looking at the structure of teams, office layouts or forming diverse working groups and have diverse people work together. This may create opportunities for employees to connect and foster better social bonds. Organisations may also initiate projects that are aimed at establishing a vision and organisational culture that everyone shares and feels a part of. Organisational psychologists may assist in conducting culture surveys and review organisational values to ensure that each member of the organisation feels that they are making a genuine contribution. It is also important that organisational psychologists allocate time to assist employees in understanding these values, the vision and how they fit into it.

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Appendix A: Demographic questionnaire

Please answer the questions below by choosing an option that best applies to you or filling in the information requested. Please note that the following demographic questions are for statistical purposes and are not intended to be offensive.

I have understood the participant information sheet and agree to part in this study voluntarily

- ☐ Yes
- ☐ No

1. What is your gender?
    - ☐ Female
    - ☐ Male
    - ☐ Other

    Other (specify)

    _____

2. What is your age?
    - ☐ 18 – 24 years
    - ☐ 25 – 34 years
    - ☐ 35 – 40 years
    - ☐ 40 – 50 years
    - ☐ 50+ years

3. What ethnicity best describes you?
    - ☐ Coloured
    - ☐ Indian
    - ☐ Ndebele
    - ☐ Pedi
    - ☐ Shangaan-Tsonga
    - ☐ Sotho
    - ☐ Swazi
    - ☐ Tswana
    - ☐ Zulu
    - ☐ Venda

- ☐ Xhosa
- ☐ Other (specify).

_____

4. What is your home language?
   - ☐ Afrikaans
   - ☐ English
   - ☐ IsiXhosa
   - ☐ IsiZulu
   - ☐ IsiNdebele
   - ☐ Sepedi
   - ☐ Setswana
   - ☐ Sesotho
   - ☐ SiSwati
   - ☐ South African sign language
   - ☐ Tshivenda
   - ☐ Xitsonga
   - ☐ Other (specify)

_____

5. What is your highest educational qualification?
   - ☐ Matric (National senior certificate)
   - ☐ National Diploma
   - ☐ Bachelor's Degree
   - ☐ Postgraduate Degree
   - ☐ Other (specify)

_____

6. How many years have you been working in this organisation?
   - ☐ Less than one year
   - ☐ 1 – 2 years
   - ☐ 3 – 5 years
   - ☐ 6 – 10 years

- ☐ 11 – 15 years
- ☐ More than 16 years

7. Do you fulfil a professional role in this organisation?
   - ☐ Yes
   - ☐ No

8. Are you a manager in this organisation?
   - ☐ Yes
   - ☐ No

9. What proportion of other people in your work environment are Black (Black African, Coloured, Indian)?
   - ☐ None
   - ☐ Very few
   - ☐ Some half
   - ☐ Many/most
   - ☐ All

Appendix B: Work Engagement questionnaire (UWES)

Please indicate the extent to which you agree or disagree with the following statements.

		Strongly disagree	Moderately disagree	Slightly disagree	Neutral	Slightly Agree	Moderately agree	Strongly agree
1.	When I get up in the morning, I feel like going to work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
2.	At my work, I feel bursting with energy.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
3	At my work I always persevere, even when things do not go well.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
4	I can continue working for very long periods at a time.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
5	At my job, I am very resilient, mentally.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
6	At my job I feel strong and vigorous.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
7	To me, my job is challenging.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
8	My job inspires me.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
9	I am enthusiastic about my job.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
10	I am proud of the work that I do.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
11	I find the work that I do full of meaning and purpose.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
12	When I am working, I forget	**1**	**2**	**3**	**4**	**5**	**6**	**7**

	everything else around me.							
13	Time flies when I am working.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
14	I get carried away when I am working.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
15	It is difficult to detach myself from my job.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
16	I am immersed in my work.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
17	I feel happy when I am working intensely.	**1**	**2**	**3**	**4**	**5**	**6**	**7**

Appendix C: Racial-impression management scale.

Roberts's et.al. (2014) RIM scale (original items) and adapted items**.** The adapted items will be used in this study. Please indicate (as honestly as possible) the degree to which the following items best describe you when you are interacting with colleagues of other races and ethnicities at work.

		Not at all like me	**Not like me**	**A little like me**	**To some extent like me**	**A lot like me**	**Very much like me**
1.	Focus the conversation on things we have in common.	**0**	**1**	**2**	**3**	**4**	**5**
2	Build cohesion so race is less of an issue.	**0**	**1**	**2**	**3**	**4**	**5**
3.	Emphasize the experiences or beliefs we have in common.	**0**	**1**	**2**	**3**	**4**	**5**
4	Make jokes about racial stereotypes to defuse them and reduce their potency.	**0**	**1**	**2**	**3**	**4**	**5**
5	Make jokes to show that I am at ease with my race/ethnicity.	**0**	**1**	**2**	**3**	**4**	**5**
6	Use humour to draw attention to racial/ethnic issues.	**0**	**1**	**2**	**3**	**4**	**5**
7	Try to educate others about the strength and achievements of my racial/ethnic group.	**0**	**1**	**2**	**3**	**4**	**5**
8	Be seen as an advocate for my racial/ethnic group.	**0**	**1**	**2**	**3**	**4**	**5**
9	Try to communicate the inaccuracy of stereotypes about my racial/ethnic group.	**0**	**1**	**2**	**3**	**4**	**5**
10	Try to represent my race/ethnicity in a positive manner.	**0**	**1**	**2**	**3**	**4**	**5**
11	Try to avoid engaging in discussing race and race/ethnicity issues.	**0**	**1**	**2**	**3**	**4**	**5**
12	Limit discussions of my participation in race/ethnic-focused activities.	**0**	**1**	**2**	**3**	**4**	**5**

13	Try to avoid conducting myself in ways that are considered typical of my race/ethnic group.	**0**	**1**	**2**	**3**	**4**	**5**
14	Draw as little attention to my race/ethnicity as possible.	**0**	**1**	**2**	**3**	**4**	**5**

Appendix D: Sense of Belonging instrument (SOBI)

Please indicate (as honestly as possible) the degree to which the following items best describe you.

		Strongly agree	**Agree**	**disagree**	**Strongly Disagree**
1.	I wonder if I really fit in at work	**1**	**2**	**3**	**4**
2	I am not sure if I fit in with colleagues.	**1**	**2**	**3**	**4**
3.	I describe myself as a misfit at work.	**1**	**2**	**3**	**4**
4.	People accept me at work.	**1**	**2**	**3**	**4**
5.	What I offer is valued at work.	**1**	**2**	**3**	**4**
6.	I feel like an outsider at work.	**1**	**2**	**3**	**4**
7.	I have no place in this organisation	**1**	**2**	**3**	**4**
8.	I could disappear for days from work.	**1**	**2**	**3**	**4**
9.	I feel like part of the mainstream of this organization.	**1**	**2**	**3**	**4**
10.	I observe life at work rather than participating in it.	**1**	**2**	**3**	**4**
11.	Few people from work would come to my funeral.	**1**	**2**	**3**	**4**
12	I feel like a square peg in a round hole at work.	**1**	**2**	**3**	**4**
13.	I don't really fit into my organisation.	**1**	**2**	**3**	**4**
14	My background and experiences are different from other people at work.	**1**	**2**	**3**	**4**
15.	I do not call or see work friends beyond contact required by my job.	**1**	**2**	**3**	**4**
16	I feel left out at work.	**1**	**2**	**3**	**4**
17.	I do not feel valued or important at work.	**1**	**2**	**3**	**4**
18	I fit into this organisation like a piece in a jigsaw puzzle.	**1**	**2**	**4**	**3**

Appendix E: Ethical Clearance certificate

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

HUMAN RESEARCH ETHICS COMMITTEE (SCHOOL OF HUMAN & COMMUNITY DEVELOPMENT

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: MORG/19/006 IH**
PROJECT TITLE:	Racial-based impression management, sense of belonging and work engagement among black professionals in South African Organisations
INVESTIGATORS	Ledwaba Amanda
DEPARTMENT	Psychology
DATE CONSIDERED	01/07/19
DECISION OF COMMITTEE*	Approved

This ethical clearance is valid for 2 years and may be renewed upon application

DATE: 01 July 2019

CHAIRPERSON
(Dr Colleen Bernstein)

cc Supervisor: Prof. Fiona Donald & Dr Ruwayne Kock
Psychology

DECLARATION OF INVESTIGATOR (S)

To be completed in duplicate and **one copy** returned to the Secretary, Room 100015, 10th floor, Senate House, University.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure, as approved, I/we undertake to submit a revised protocol to the Committee.

This ethical clearance will expire on 31 December 2021

PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES

Appendix F: Access request email

Subject: Sincere research permission request

Dear [*name of contact person*],
I hope this email finds you well.

My name is Khensane Amanda Ledwaba from the University of the Witwatersrand. I am contacting you with regards to the research study that I am conducting as part of my master's degree in industrial/organisational psychology. I believe that you are well placed to assist or point me to the right person who could assist me in gaining access to your organisation for my research.

My study focuses on inclusivity in organisations and explores racial-based impression management strategies, sense of belonging and work engagement among Black professionals in organisations in South Africa. My study is important to understand how Black professionals manage their professional identities, navigate multiracial dynamics at work and the impact of on their sense of belonging and work engagement.

I would like to invite as many Black (Black African, Coloured and Indian) professionals in your organisation to participate in the research. They would be asked to complete a 5 - 10 minutes online questionnaire. Responses would be anonymous and individual responses would be kept confidential. I will provide you with an executive summary on completion of the study. Please refer to the attached document for more information.

I would appreciate the opportunity to chat to you about taking this forward. If you are not the person in your organisation who can grant permission to undertake this research, I would be most grateful if you could refer me appropriately.

Looking forward to hearing from you.
Kind regards

Khensane Amanda Ledwaba

Masters of organisational psychology student, University of the Witwatersrand

Cell: 071 273 6325

Email: 799208@students.wits.ac.za

Appendix G: Access Letter

Psychology

School of Human & Community Development

University of the Witwatersrand

Private Bag 3, Wits, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Request for permission to conduct research.

Greetings;

My name is Khensane Amanda Ledwaba. I am currently a student at the University of the Witwatersrand, registered for a Master of Arts degree in the field of Organisational Psychology. As part of this degree, I am required to conduct research. My study focuses on inclusivity in organisations and explores racial-based impression management (RIM) strategies, sense of belonging and work engagement among black professionals and managers. I would like to request permission to carry out my study in your organisation.

Participation in this study will involve professionals and managers who self-identify as Black (Black African, Indian and Coloured) completing an online questionnaire. This will take approximately 5 - 10 minutes. Participation will be voluntary and will not advantage or disadvantage employees in any way if they choose to complete the questionnaire or not. Participants will have the right to withdraw from the study prior to the final submission of the questionnaire without any repercussion or consequences. There are no foreseeable risks associated with participating in this study. However, should any participant feel perturbed by answering questions, they may contact the researcher or the research supervisor, and we will then arrange a counselling session at LifeLine with a counselling psychologist.

The questionnaire requires no identifying information such as employees' names, I.D. numbers or the name of the organisation. Employees and organisations will therefore remain

anonymous and the data they provide will not be linked to them in any way. In order to ensure confidentiality, the data will be stored in a password protected secure computer and access will be limited to the research supervisor, co-research supervisor and myself. Should employees choose to participate in the study, they will be given a link to access the electronic questionnaire. Regarding informed consent to participate in the study, a tick box will be included at the front page of the questionnaire asking the participants whether they understood the participant information sheet and agree to take part voluntarily.

A summary of the findings will be provided to the human resources departments of participating the organisations. In addition, an executive summary will be posted at www.KLedwabaMastersResearch.blogspot.com on completion of the study. This link will be included in the participant information sheet, allowing participants to access an overview of the results. I have obtained ethical clearance to conduct this study from the University of the Witwatersrand.

If you are willing to grant me access to Black professionals and managers in your organisation, please could you confirm this on a company letterhead. I would appreciate the opportunity to discuss the best of way of contacting potential participants with you or whomever you consider appropriate. I would like to begin collecting data as soon as possible. The more responses I receive, the greater the strength of my research. Please feel free to contact me or my supervisors Prof Fiona Donald and Dr Ruwayne Kock if you have any queries.

Yours sincerely

Khensane Ledwaba

Email: 799208@students.wit.ac.za

Tel: 0712736325

Supervisor: Prof Fiona Donald

Email: Fiona.Donald@wits.ac.za

Tel: 011 717 4507

Co-Supervisor: Dr Ruwayne Kock

Email: Ruwayne.Kock@outlook.com

Tel: 082 334 1206

Appendix H: Participants information Sheet

Psychology

School of Human & Community Development

University of the Witwatersrand

Private Bag 3, Wits, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Greetings;

My name is Khensane Amanda Ledwaba. I am currently a student at the University of the Witwatersrand, registered for a Master of Arts degree in the field of Organisational Psychology. As part of this degree, I am required to conduct research. My study focuses on inclusivity in organisations and explores racial-based impression management (RIM) strategies, sense of belonging and work engagement among black professionals and managers. I would like to invite you to take part in this research.

Please note that to take part in this research, you need to be employed in any organisation in South Africa at any level (entry level, senior or managerial level) and identify as Black, Coloured or Indian. Participation in this study will require you to access and complete an electronic these questionnaires take you approximately 5 - 10 minutes. Your participation in this study is voluntary and will not advantage or disadvantage you in any way if they choose to complete the questionnaire or not. You have the right to withdraw from the study prior to the final submission without any repercussion or consequences. There are no foreseeable risks associated with participating in this study. However, should you feel perturbed by answering questions, you will be provided with both the researcher and the research supervisor's contact details. The researcher will then arrange a debriefing counselling session at LifeLine with a counselling psychologist.

The questionnaire require no identifying information such as your name or I.D number, you are therefore guaranteed anonymity and your responses will be keep confidential. All the

collected data will be kept in a safe, secure password protected electronic location and access will be restricted to myself, supervisor and co-supervisor. If you choose to participate in this study, please tick the yes under the tick box included at the front page of the questionnaire to indicate that you understood the participant information sheet and consent to take part voluntarily.

A summary of the findings will be provided to the human resources departments of participating organisations. In addition, an executive summary will be posted at www.KLedwabaMastersResearch.blogspot.com on completion of the study. This link will allow you to access an overview of the results. I have obtained ethical clearance to conduct this study from the University of the Witwatersrand.

I understand that this is a substantial part of your time, however should you choose to take part in this study please access questionnaires at https://forms.gle/YHb8dJ2E2KpiXxW2A.
The more responses I receive, the greater the strength of my research. Thank you for considering taking part in this research project. Please feel free to contact me or my supervisors Prof Fiona Donald and Dr Ruwayne Kock if you have any queries.

Yours sincerely

Khensane Ledwaba

Email: 799208@students.wit.ac.za

Tel: 0712736325

Supervisor: Prof Fiona Donald

Email: Fiona.Donald@wits.ac.za

Tel: 011 717 4507

Co-Supervisor: Dr Ruwayne Kock

Email: Ruwayne.Kock@outlook.com

Tel: 082 334 1206

Appendix I: histograms for main variables

Figure 2: histogram for overall work engagement

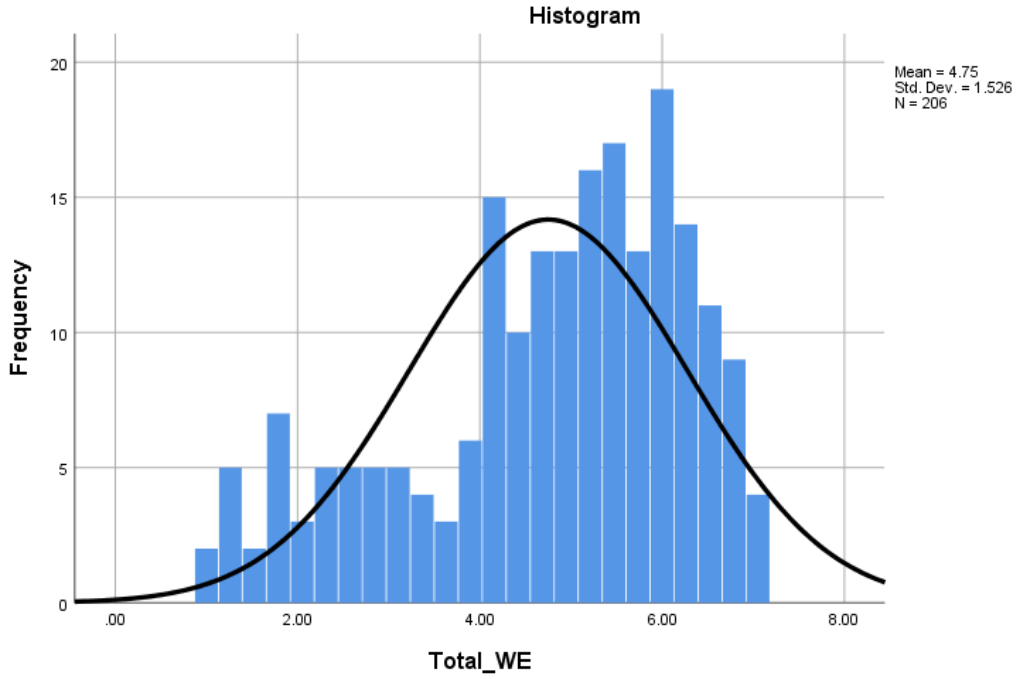


Figure 3: histogram for Vigour

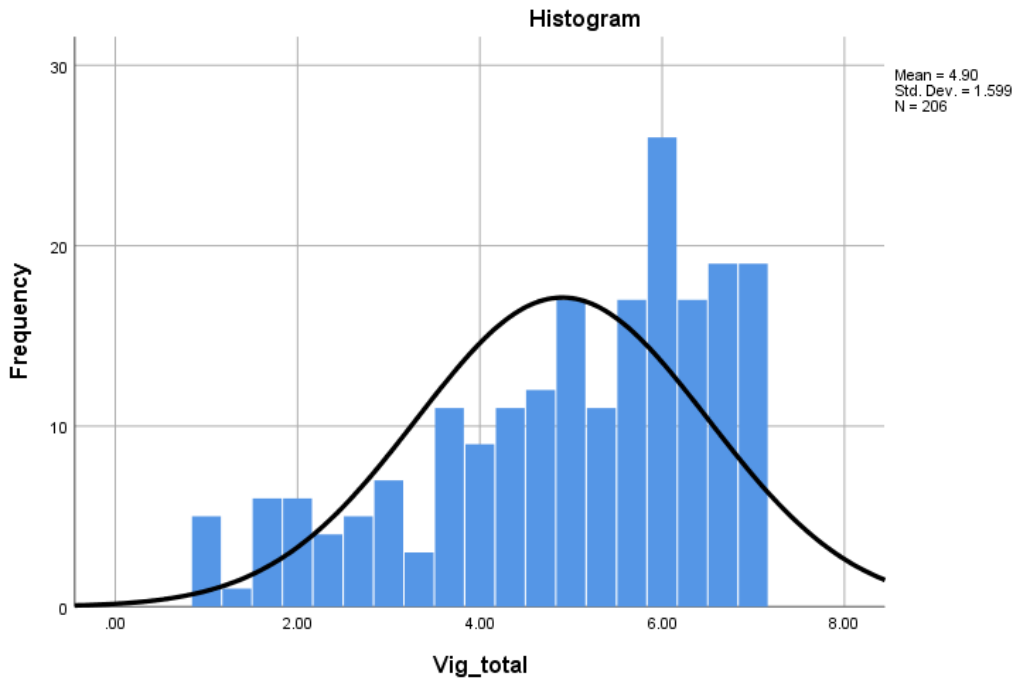


Figure 4: histogram for Dedication

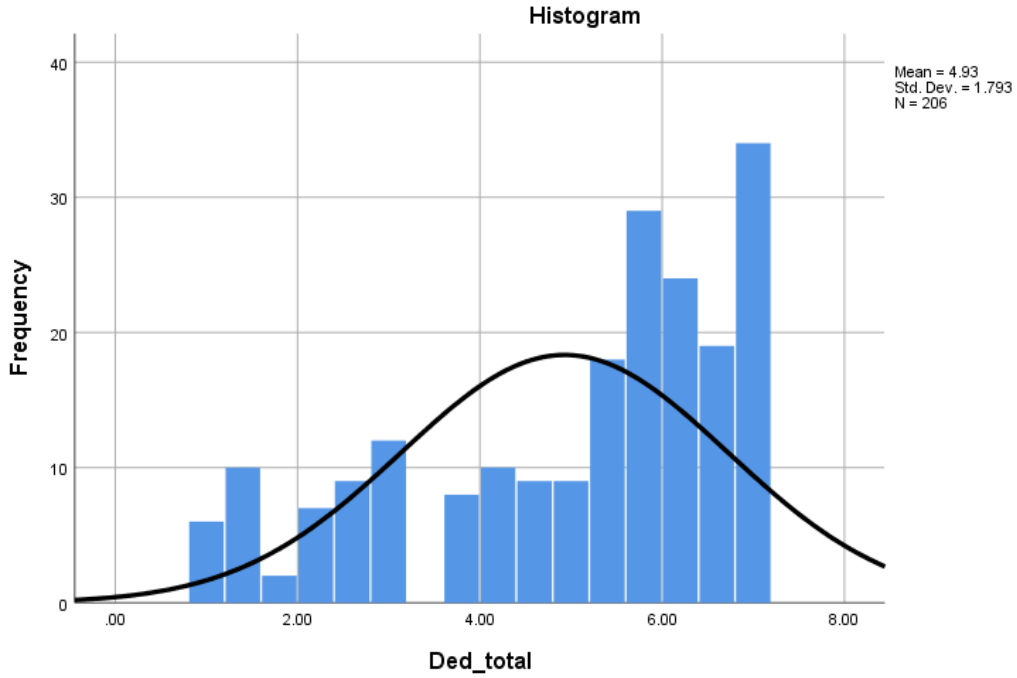


Figure 5: histogram for Absorption

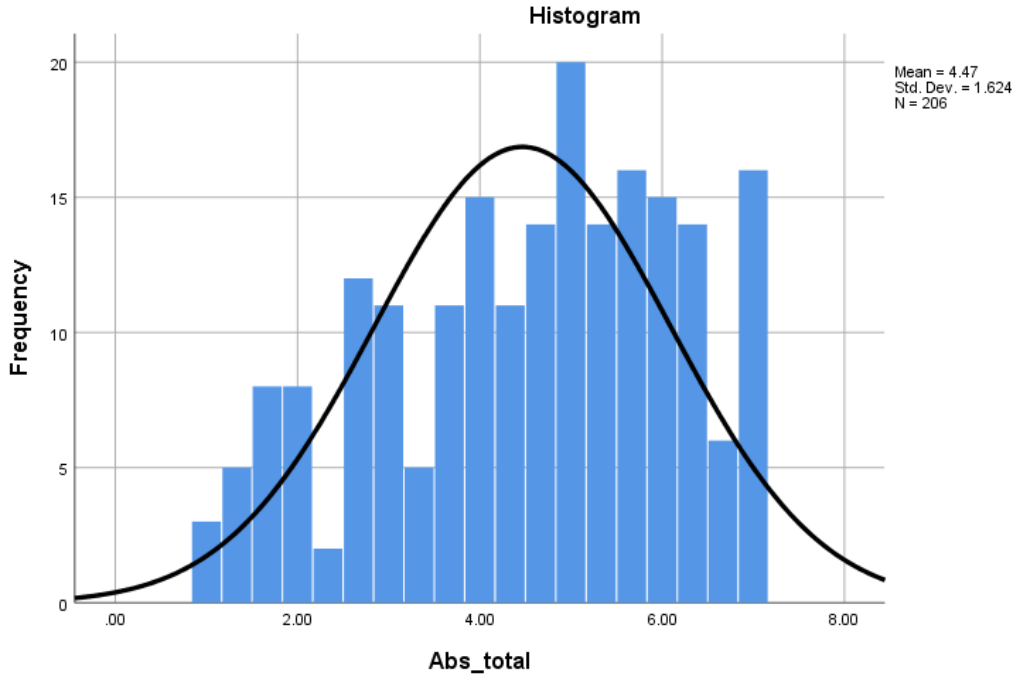


Figure 6: histogram for Affiliation

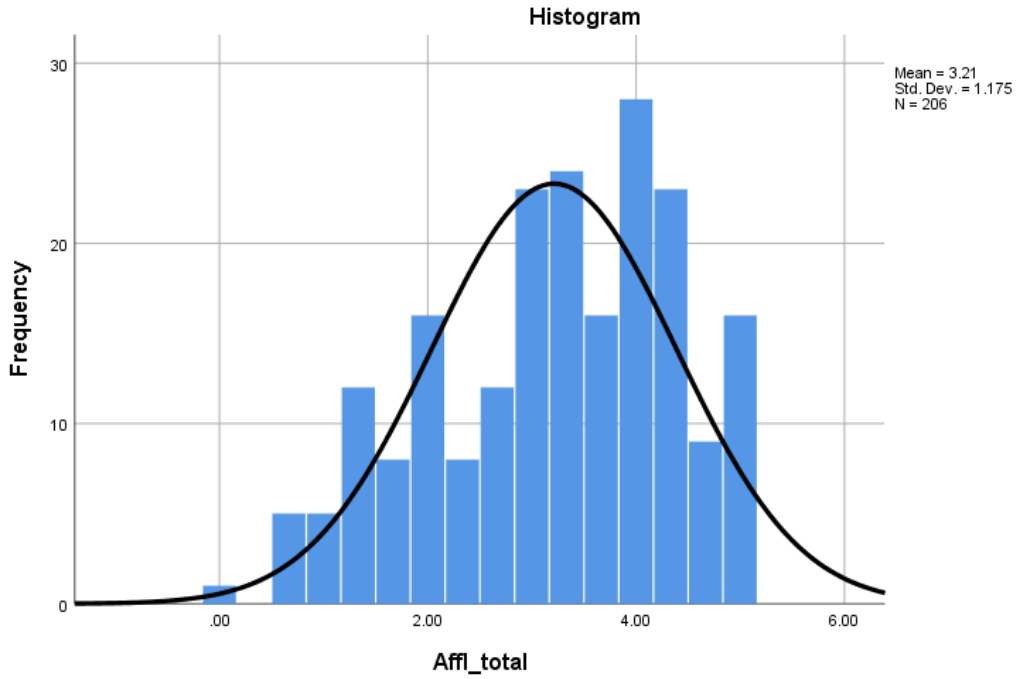


Figure 7: histogram for Racial-humour

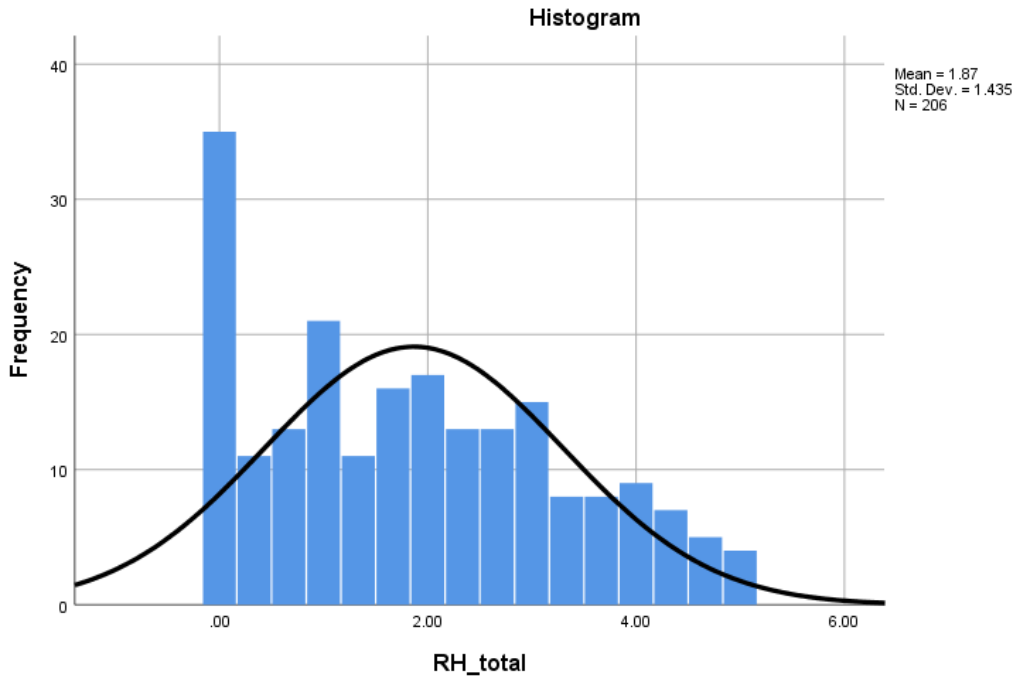


Figure 8: histogram for Enhancement

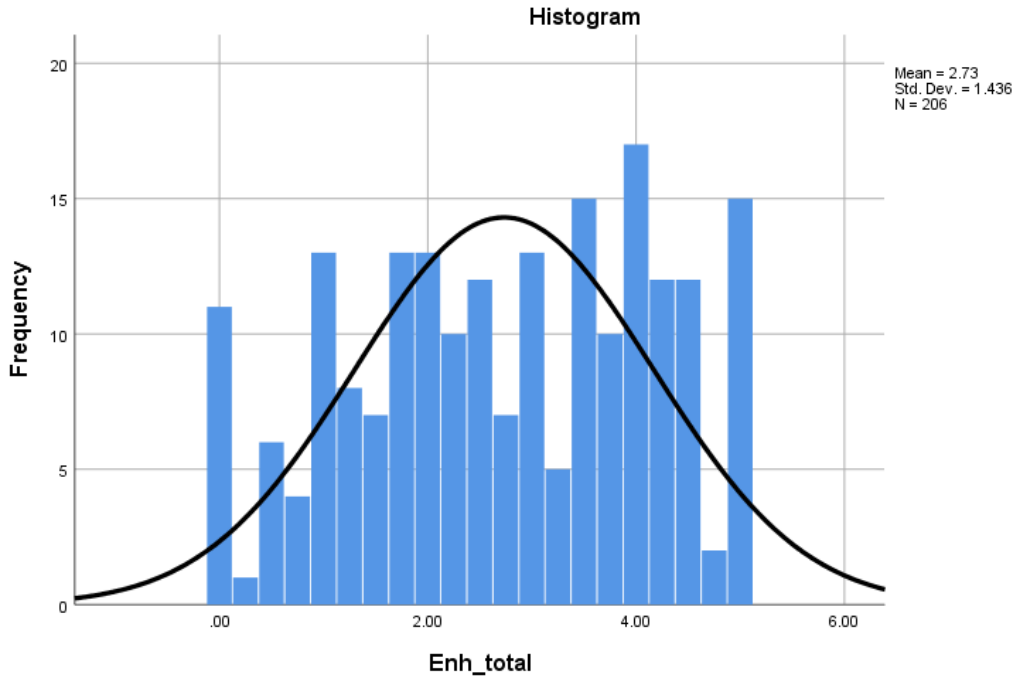


Figure 9: histogram for Avoidance

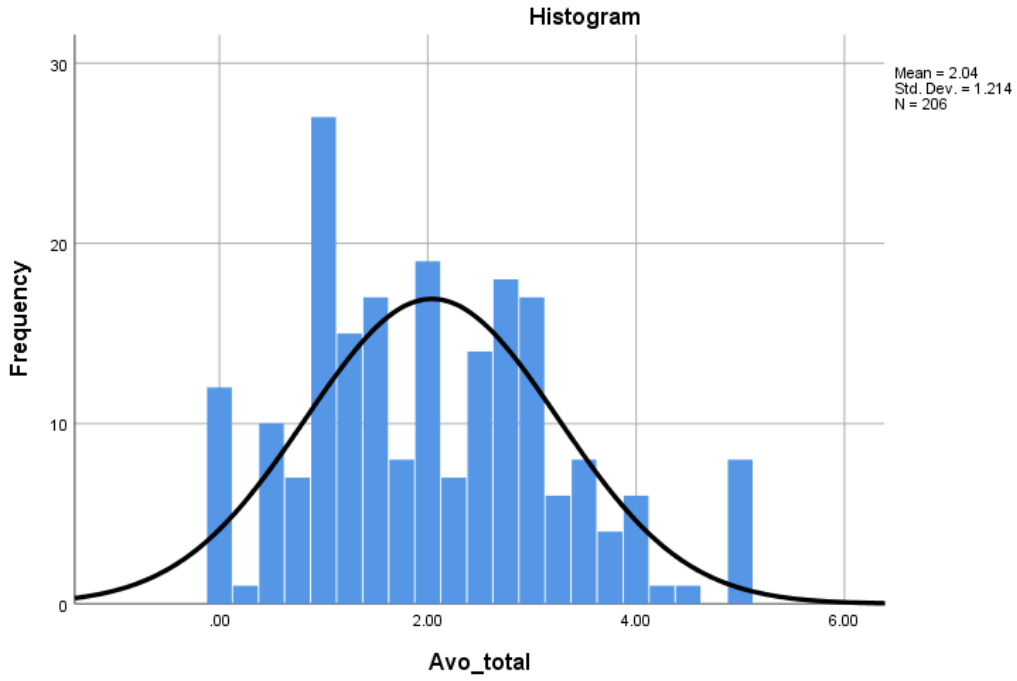


Figure 10: histogram for sense of belonging

