

**Acculturation pressures on black
managers in Information
Communication and Technology
organisations in South Africa**

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ABSTRACT

There is a rapid expansion of employment opportunities in the field of Information Communication Technology (ICT) due to the importance of technical fields in our modern society. The ICT industry, which is characterised by mostly white males, plays a key role in enabling the South African economy meet its targets. Within the industry there has been an increase in the number of Black, Coloured, and Asian young people and this is demonstrated by the fact that the number of black ICT graduates overtook the number of white graduates in 2002 and this trend has accelerated over time with more than twice as many black than white graduates. This results in a large number of black managers joining corporate South Africa, which is already characterised by a “white” culture value system, resulting in an increase in diversity within the work teams.

The business problem addressed by this research is to understand the pressures that black ICT managers face to acculturate within their organisations, and whether these pressures have an impact on the black ICT manager’s integration into the team, as well as their commitment to the organisation. The study aims to show leaders in the ICT industry that diversity is not just about race and gender but also about psychological empowerment in the work context and this study explores an area where very few studies have been conducted in a South African context.

This research report investigates both the experiences as well as the perceptions of male and female black managers in the ICT industry who are in middle and senior management roles in Gauteng, South Africa. A sample of 91 respondents was identified using the snowball sampling technique and were sent an online questionnaire consisting of questions relating to acculturation pressures within the organisation, practises of white managers that are inclusive or isolating to black managers as well as the impact of these behaviours on black managers and their integration into the team and commitment to the organisation. The collected data

was analysed using the statistical software package SAS. The analysis showed that there is a polarisation of view of the organisation from a very equitable to a prejudiced and biased view of the organisation. Statistical analysis of the data using a T-Test showed that males and females do not hold a different view of the work environment; while a Spearman's correlation revealed that the respondent's tenure and management level also did not have an impact on their view of the work environment.

The overall conclusion of the research was that there is evidence to contradict the proposition that black managers in the ICT industry in South Africa feel the pressure to acculturate to the white Western culture in their workplace; however there is evidence to support the two propositions that white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers; and secondly the practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation.

With the structural unemployment that South Africa is currently facing, it is extremely important that the entire workforce feels that the company culture is accommodating of everyone so as to ensure that the organisations get the best from its employees. This research has assisted in bringing to light the issues that exist as well as assist in laying the foundation for further studies in this research. This will result in South Africa tapping into all of its human resources' intelligence and competence to solve the problems faced by the country so that the diversity within the country provides a competitive edge to the country.

DECLARATION

I, Zukhanye Nontando Kwinana, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Zukhanye N. Kwinana

Signed at

On the day of 2016

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This MBA is dedicated with love to my parents for their unwavering encouragement and kind words; because of your love, loyalty and commitment, I have a wonderful family that always supports all my dreams and aspirations.

Thank you very much to my Supervisor Dr Maier and my honorary Supervisor Prof Stacey for all your time and insights during this final hurdle in my MBA.

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CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

The purpose of this research is to establish the acculturation pressures faced by black managers in Information Communication Technology (ICT) organisations in South Africa and how these pressures influence the black manager's integration into teams at work and their commitment to an organisation.

1.2 Context of the study

There is a rapid expansion of employment opportunities in the field of Information Communication Technology (ICT) due to the importance of technical fields in our modern society. This is of specific importance to South Africa where unemployment rates are reported to be at 25.5% in 2014 (Steyn, 2014). The ICT industry, which is characterised by mostly white males (Monk, 2012) plays a key role in enabling the South African economy to meet its targets.

When the first democratically elected South African government took over in 1994, it recognised the differential effects of many years of discrimination against the black majority and the privilege that accrued to the white minority (Bentley and Habib, 2008). Government put in place legislature to counter these effects and "level out the playing field", namely the Employment Equity Act of 1998. This and other government initiatives that will be touched on later in the report resulted in an increase in the number of black individuals gaining access to tertiary institution where they could pursue their studies in different disciplines including ICT.

As the country approaches 22 years of democracy, legally the segregation has been removed bringing together unique individuals from different backgrounds and upbringings into corporate South Africa in different hierarchical levels continuously

interacting as they work towards the common goals set out by their organisations. The black individuals that are entering corporate South Africa are entering a world that already adheres to a “white” culture value system (Thomas, 2002) and way of doing things. Even though this has happened, what has failed to happen in South Africa, and specifically in ICT organisations, which like most industries in South Africa, have kept this “white culture” of doing business, is the genuine integration between the different staff members. The researcher agrees with Morgan (2006), Canham (2014a) and Canham (2014b) who are of the view that organisations reside in the heads of people and therefore for effective change in organisations, there is a need for cultural change. This means that it is not sufficient to just have government legislation being enforced to reflect the numbers, or organisational policies in documents in people’s computers.

In an article written by Prof Smit in 2014, where he discusses a book written by JP Landman (Smit, 2014), he states that Landman believes that there are two main obstacles that are standing between South Africa and the fulfilment of its potential as a modern nation. Landman identifies them as being firstly the lack of social capital and secondly the inequality that is a visible and measurable reality. Landman refers to social capital as the glue that binds a society, is subtle and relational; and he further states that solving inequality and other challenges demands high levels of social capital from SA and this he believes is gravely lacking (Smit, 2014). The researcher borrows and extends Landman’s view into ICT organisations, where social capital can be viewed as the ability of a diverse team to work together and solve mutual problems. However this is not occurring at an optimal level as managers tend to:

- Socialise (within and outside of the organisation) with individuals like themselves in terms of race, sex, background etc.
- Exhibit social practises and behaviours that have been engrained in them from childhood

The two points raised above have the potential of creating an environment where black managers are placed at a disadvantage where they do not develop a relationship with

their white colleagues and managers which could result in enriching both their social capital, resulting in them feeling excluded (Powell, 2012). This disadvantage is also experienced by white managers. Ibarra (1995) suggests that social networks serve as powerful means of progression; this may be due to the constant interaction between the individuals within the social networks resulting in a level of trust and respect. Stephenson and Lewin (1996) concur and in their study showed empirical evidence which proved that social networks within an organisation either hinder or facilitate the integration of diverse employees. However, Maier (2002) correlated from academic literature that empirical research has shown that managers from all over the world generally perceive diversity as something that brings more disadvantage than advantages. These perceptions have also been supported by social psychological research that discusses the fact that dissimilarity prevents attraction. It is also the cause of general feelings of unease, stress, tension, dislike and mistrust, and all these result in lower levels of group cohesiveness (Maier, 2002). Simply put, doing anything out of obligation does not guarantee its sustainability in the long run, and the researcher is concerned of the new problems that the government's solution has created.

The business problem addressed by this research is to understand the pressures that black ICT managers face to acculturate in their organisations, and if these pressures have an impact on the black ICT manager's integration into the team, as well as their commitment to the organisation. The study will attempt to show leaders in the ICT industry that diversity is not just about race and gender but also about psychological empowerment in the work context (Spreitzer, 1995). The researcher is of the opinion that effective reconciliation and education about differences and similarities amongst South Africans was not done at the appropriate level and may even have been "glossed over". As a result, she shares Mangcu's view that "unless and until white South Africans are exposed to the diversity of the narratives of race outside those offered by Madiba, they will continue with the shorthand of racial politics that continues to offend black people" (Mangcu, 2015, unpagged).

There is a need to understand whether the nature of empowerment practiced in the corporate environment leads to identities of belonging or alienation (Caver and Livers, 2002) and by extension integration into teams at work and commitment to an organisation. The researcher wants to move away from obligations brought on by the Employment Equity Act and the assumed “monochrome/monotone” reality to what the researcher believes are various realities that should be respected and given a voice. Leading a diverse group in the ICT industry in corporate South Africa, as will be argued in this report, is about creating an inclusive, humane and respectful environment. The author agrees with Maier (2002) and Jent (2002, cited in Maier, 2002) that such an environment can only be created when there is equality among all constituents of diversity. “If there is no equality, there is likely to be assimilation or a ‘distorted integration’ according to the terms of the more powerful” (Maier, 2002, p47). This point is closely related to the Biko’s view that if there is no strong antithesis to confront the thesis, there will be no real synthesis (Biko, 1996).

1.3 Problem statement

1.3.1 Main problem

To describe how the pressure of acculturation influences black managers within the context of ICT organisations.

1.3.2 Sub-problems

The first sub-problem is to identify the key elements of acculturation.

The second sub-problem is to identify the practises of white managers that are inclusive or isolating to black managers in the ICT industry.

The third sub-problem is to identify the impact these behaviours and practises have on black managers and their integration into the team and commitment to the organisation.

1.4 Significance of the study

The South African government is under a great deal of pressure to deal with the country's challenge of high levels of unemployment brought about in part by an unskilled labour force (i.e. structural unemployment) (Kirk, 2011). Solving this issue will have a cascading and beneficial effect on the country's economic growth and the eradication of social ills that exist in SA (e.g. high crime rates, disadvantaged and vulnerable women and children as well as an increasing inequality gap to name but a few) (Steyn, Badenhorst & Kamper, 2010).

One of the ways that have been identified to support government's initiative is to improve the quality of education in South African schools, especially that of two subjects, mathematics and science. As Prof Phakeng said at the launch of the *Tshawaga Region Maths and Science Teacher Strategy* programme, which aims to develop the competence of maths and science educators:

We all know the problems that we face in mathematics and science education in South Africa. They include poor matric results nationally in as well as very small numbers of African candidates obtaining university entrance in mathematics or science. Even when we have an increase in the number of learners passing mathematics and science at matric level, there remain concerns about the quality of the knowledge that our learners come out of high school with and the declining number of learners writing mathematics and science each year (Naidu-Hoffmeester, 2015, unpagged).

This and similar initiatives will lead to an increase in the number of black school-leaving pupils that achieve university entrance marks, that earn academic qualifications that require strong maths and science skills and that will eventually join the working force in many ICT organisations and ICT roles. These individuals will join the job market not just in South Africa but the world, showcasing the competent and capable talent that is possessed by black individuals in South Africa.

Almost all of South Africa's economy relies on ICT because all the sectors that contribute to the country's gross domestic profit (GDP) of 350.63 billion US dollars in 2013 (Trading Economics, 2015) require ICT capabilities to enable them to perform their duties to a lesser or greater extent. This is even more so for the sectors that together make the highest contribution to the country's GDP (Media Club SA, 2013) namely finance, real estate, business services and manufacturing. There exists a need for diverse values in leadership so that organisations can meet the challenges of this millennium more successfully (Booyens 1999).

As Prof Rijamampianina once said in an Organisational Behaviour and Human Resource Management MBA lecture at Wits Business School in 2015 that the researcher was attending, which was addressing how diversity has the potential to provide a competitive edge to an organisation, "information exists in the minds of many". It is therefore imperative that South Africa taps into all of its human resources intelligence and competence to solve the problems faced by the country. The different industry sectors are unable to support government's goals without the competence of all of South Africa's citizenry. The South African National Census of 2011 reported that 79.6% of South Africa's population is made up of black people (De Wet, 2012). The United Nation's Secretariat's World population prospects went a step further and reported that in South Africa, 65.2% of South Africa's population is of working age i.e. between 15 and 64 years old (United Nations, 2014). A crude calculation could then conclude that approximately 79% of the 65% is black people, providing a great potential talent pool for black ICT managers. This crude calculation is not too far-fetched as the 14th Commission for Employment Equity report states that in South Africa blacks represent 75% of the economically active population of the country, while whites represent 10.8% (SAPA, 2014). The research that will be undertaken has the potential of providing useful insight to:

- Government, the public and private sectors as to the challenges present in ICT organisations
- Enable white managers to be aware of their practises and behaviours and how they could be interpreted as either isolating or encouraging inclusivity

- Enable black ICT managers to feel part of the workplace so they may be fully engaged and committed

1.5 Delimitations of the study

The following delimitations were made with respect to the research:

- The study focuses on individuals in middle and senior management roles and does not include junior staff members.
- The study focuses on both black males and black females in management positions and does not include individuals of Indian, Coloured or Chinese descent.
- The study focuses on individuals within the ICT industry and is not based on the organisations themselves.
- The study only looks at this issue in the context of the ICT industry with a specific focus on multinational firms in Gauteng, South Africa. As a result, the research cannot be generalised to other industries.
- The ICT organisations used in this sample are large multinationals. As a result, caution should be exercised when generalising the outcomes of the study to smaller organisations as there may be organisational culture differences which exist.

1.6 Definition of terms

The following definitions were used with respect to the research:

- **Black** refers to a political category incorporating African, “Coloured”, and people of Indian and Chinese descent (Mbola, 2008). For purposes of this research however, black excludes people of “Coloured”, Chinese and Indian descent. The rationale behind this decision is so that the research can be focused to improve understanding of one group of individuals. This matter is addressed again in section 6.4.
- **Information Communication and Technology industry** is the industry in the economy specifically focusing on generating revenue through selling information, communication and technology products and services for example cellular

phones, computer, radio, television, network hardware and software, satellite systems etc. (The World Bank Group, 2013).

1.7 Assumptions

The following assumptions were made with respect to the research:

- Acculturation pressures exist in ICT organisations in South Africa. This is due to the fact that South Africa's population consists of individuals of different races and backgrounds that come together for the common good of their organisations and for individual career advancement.
- ICT organisations adhere to the western or white culture of doing business.
- Black and white managers have social practises and behaviours that they display in the workplace.
- The men and women who respond to this research have had some experience with these social practises in the workplace whether positive or negative.
- The people who respond to this research have sufficient experience in the ICT industry to enable the researcher to make a generalisation about the industry. They should have been working in the industry for at least 12 months prior to engaging in this study. Should they not have had sufficient exposure to this industry it would have made the responses more generic and not allowed for a thorough analysis of the IT industry itself.
- The respondents are willing to share information regarding their experiences and will respond honestly and truthfully without fear of victimisation.

2. LITERATURE REVIEW

2.1. Introduction

During the planning and compilation of this literature review, the researcher found a large volume of scholarly work that was available that addresses the issues associated with acculturation, leadership, diversity, group cohesiveness in the workplace and its related topics from various disciplines. This afforded the researcher the opportunity to explore the research topic from different angles. The following literature overview was noted by the author:

- Leadership literature offers abstract approaches to influence the group processes in order for the group members to be transformed so that they can work at their optimum level, for instance Bass and Avolio (1994). However, the literature seemed to not be specific enough to provide details about group diversity and the type of leadership it requires.
- Cross-cultural management literature makes the reader aware of cultural differences however it also does not seem to provide details about leading a diverse group of individuals, for instance Cray and Mallory (1998 cited in Maier, 2002) and in fact tends to reduce culture to nationality which limits its usefulness with regards to handling negative stereotypes about individuals or a group of individuals.
- African management movement literature does not seem to explicitly address how exactly an individual would go about leading a diverse group, for instance Thomas and Schonken (1998).
- Social psychological literature does not seem to empower an individual so that they can influence the group processes, for instance emotional conflict and group cohesiveness (Triandis, Kurowski and Gelfand, 1993 cited in Maier, 2002).

The researcher identified that there is limited research that speaks directly to how black managers feel pressured to acculturate in order to integrate into their mainly white teams in the workplace in South Africa, as well as the actions and behaviours that are exhibited

by fellow managers within the workplace that are inclusive or isolating to black managers, and the consequence of these practises. The relevance and impact of these theories has also not been thoroughly explored in a typically white male dominated industry such as ICT or in South Africa. Figure 1 displays where the gap in literature has been found, that this research aims to add to.

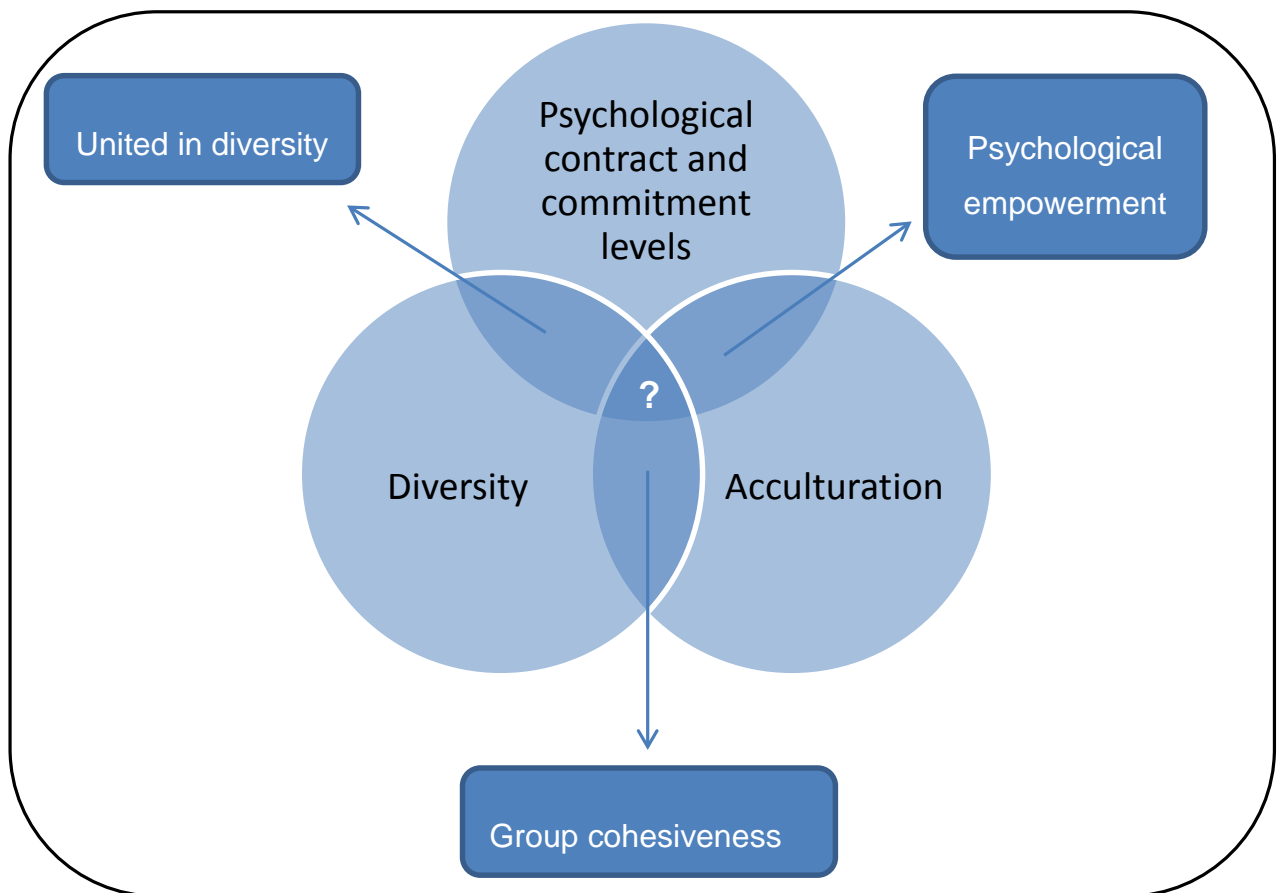


Figure 1: Scope of the research

South African legislation (for example the Employment Equity Act of 1998) and other associated employment equity policies and scorecards by which organisations are measured against, requires organisations to comply to having a mix of managers that is representative of the population of South Africa. Since the enforcement of these laws, firms have been and still are trying to ensure there is equal representation in the different levels in the workplace of both race and gender. These initiatives by government show that it is very important for organisations to ensure that the working environment is

inclusive to all races, genders and backgrounds and does not create an environment and culture that is only accommodating to one sphere of the population.

The purpose of this chapter is to present the literature available that is in-line with the sub-problems identified in chapter 1, and therefore focuses on the following areas of literature:

- The ICT industry
- The origins and definitions of acculturation
- The psychological contract that exists between an employee and employer
- Group cohesiveness
- Patterns of discrimination
- Social behaviours that are exhibited by white managers and how they are perceived by the black manager within the ICT industry

The final discussion that will take place in this chapter will be to interweave all the above areas of research and identify where the gap exists, upon which this research will be based.

2.2. The ICT industry and the black managers

One of the considerable achievements of the South African government, mentioned in chapter one, was the passing of the Employment Equity Act of 1998. The introduction of the anti-discrimination legislation was aimed at eliminating the harmful effects of apartheid by creating equal employment opportunities to redress the inequalities, rooted in principles of justice and equity (Matandeli, 2008). Through the implementation of these laws, there was an increase in the number of Black and Coloured young people become available for commerce and industry (Matandeli, 2008). This is illustrated by the fact that the number of black ICT graduates overtook the number of white graduates in 2002 and this trend has accelerated over time, with more than twice as many black than white graduates (Harris, 2012). However, in more recent times, there is a challenge that needs to be addressed urgently, that of South Africa's ICT industry facing a serious skills

crunch in the future unless it focuses on developing young professionals (Harris, 2012). This is a very real concern for South Africa which is facing high levels of structural unemployment (Kirk, 2011) and the social ills related to unemployment.

Even though the global economic crisis resulted in a harsh environment for many ICT professionals in the US and Europe, South Africa is still seen as a growing economy with attractive career prospects (Harris, 2012), and this is supported by the fact that the number of computer science and engineering enrolments at universities has increased significantly over the past decade. A possible issue that was identified however was, as much as many companies roll out their employment equity strategies, they do not place as much emphasis on growing the skills of their candidates as they do on recruiting them. Department of Labour Acting Deputy Director-General Mkalipi remarked that:

To drive tangible transformation within the industry, executive leadership needed to take the decision to remove existing institutional barriers and adopt a change in mind-set. Company decision-makers need to see [transformation] as making business sense (Greve, 2015, unpagged).

This remark is in line with the researcher's aim of identifying the challenges that could be standing in the way of getting the best out of a diverse team of professionals in the ICT industry in corporate South Africa. Mashabe supported this stance and added that board and CEO commitment was critical to driving transformation within an organisation (Greve, 2015). The researcher believes that there is work that needs to be done that will convert the numbers and statistics into a workforce that is contributing in its entirety to the growth and development of the ICT industry. This requires urgent attention because as noted by McKinsey, in most organizations:

IT began as a support function, leading to a one-dimensional management approach. However, technology-enabled products, interactive communications, and an "always on" information environment have thrust IT to the forefront, with critical implications for business growth and customer engagement (Roberts et al, 2010, unpagged).

2.3. Acculturation

Acculturation and assimilation are two terms usually associated with immigrants as they make adjustments to a new life in a new geographic area. These two terms are usually used interchangeably in non-academic circles however, later on in this section, the difference between the two as pointed out in academic circles will be touched on. Schwartz et al (2014) noted that one of the earliest scholarly research programs on acculturation began in Chicago in the United States of America (USA) in the 1920's where scholars from the University of Chicago investigated how immigrants from South and East Europe were adjusting to their new lives in the States (Park, 1928; Thomas & Znaniecki, 1996). Gordon (1964) whose work was almost 30 years later, cast acculturation as a process of assimilation, or culture shedding, in which migrants acquired receiving-cultural orientations and discarded those from their country or region of origin. Gordon's theoretical approach was guided—at least implicitly—by American policies that effectively stripped European migrants of their cultural heritage and pushed them to “become American”, and this gave rise to the melting pot metaphor. However, acculturation policies in the United States and elsewhere decreased during the second half of the 20th century, largely in response to the American civil rights movement led by Martin Luther King, Jr. (Caldwell, 2009; Huntington, 2004 cited in Schwartz et al, 2014). It would seem that the acceptance of people of colour within the existing American social system also led the United States to open its borders to immigrants of colour (e.g. Mexicans and Chinese). This acceptance also played a role in the replacement of the melting pot metaphor with a more inclusive metaphor salad bowl or mosaic, where many cultural streams could coexist within a given context (Caldwell, 2009; Stepick et al., 2011).

A scheme was developed by Berry (1997) which displayed the relationship between the desires to make contact with the receiving culture while also retaining their heritage culture; this was broken up into four categories:

- Assimilation – discards the heritage culture due to the desire for contact with the receiving culture

- Separation – rejects contact with the receiving culture and retains the heritage culture
- Integration – retains the heritage culture and desires contact with the receiving culture
- Marginalisation - rejects both the heritage and receiving cultures

Figure 2 is a graphical display of Berry's acculturation model.

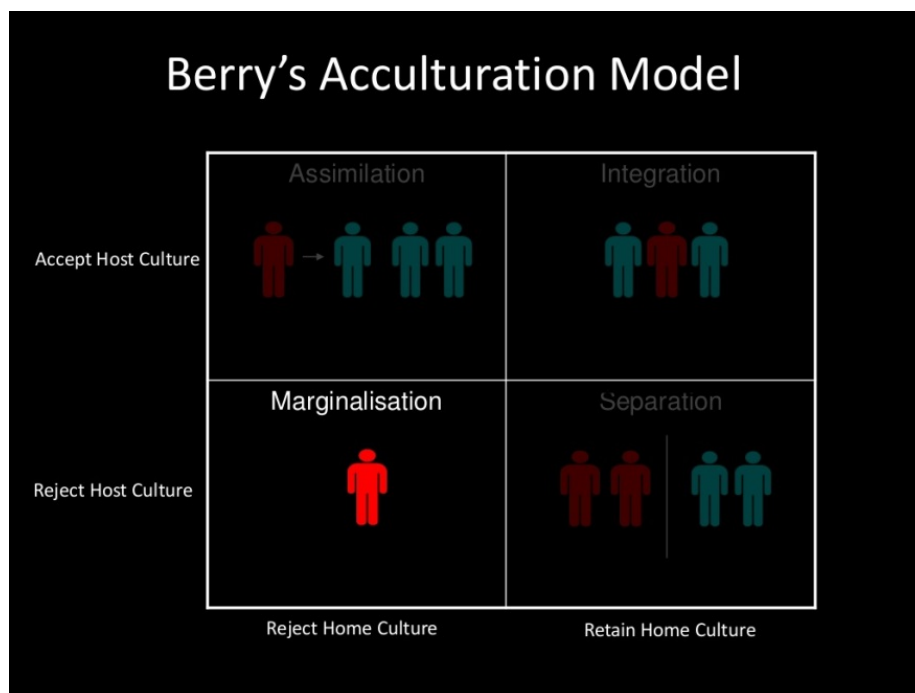


Figure 2: Berry's acculturation model (Hawkes, 2015)

The term acculturation has been used as an umbrella term for many adjustment-related processes following migration. Biculturalism (labelled as integration within Berry's model above) is an important part of acculturation, especially given competing pressures from the receiving-cultural community to endorse receiving-cultural orientations and from the heritage-cultural community to retain heritage-cultural orientations. The majority of acculturation research has focused on public and private cultural behaviours such as language use, choice of friends, ways of celebrating holidays and special occasions, and culinary preferences (e.g. Arends-Tóth & van de Vijver, 2007). This researcher's investigation takes the research a little further and focuses on acculturation in the workplace, with the heritage culture being informed by the black manager's background

and the receiving culture being informed by the usually Western culture found in almost all ICT organisations in South Africa and practised by a majority of the white managers. Acculturation situations are, by definition, cases of intergroup relations (Berry, 2006; Brown & Zagefka, 2011). The social psychological literature on intergroup relations has much to say about the impact of particular kinds of intergroup contexts on identity construction and about the complex interplay of identity threat and maintenance processes with intergroup relations (Schwartz et al, 2014).

As a starting point for an identity-based analysis of acculturation, the researcher draws on the insights from self-categorization theory (Turner & Hogg, 1987) that people are especially likely to see themselves as members of particular social groups when they find themselves in situations in which their group is compared with other relevant groups, such as when groups come into contact. In such situations, the noticeability of one's group identity is predicted to depend on a combination of three factors (Oakes, Turner, & Haslam, 1991; Spears, 2011):

- Perceiver readiness - including one's pre-existing level of identification with the specific in-group in question
- Comparative fit - the extent to which perceived between-group differences are greater than perceived within-group differences
- Normative fit - the extent to which observed differences between groups are consistent with prior expectations about the groups concerned

Schwartz et al (2014) are of the view that self-categorization theory helps to explain why people often display so much investment in defending their cultural practices, values, and identifications. "A crucial outcome of the self-categorization process is that what previously may have been taken-for-granted aspects of one's "cultural background" (i.e. what one does) take on an added symbolic and motivational significance as salient and self-defining properties of one's "identity" (who one is)" (Schwartz et al, 2014, p65). This has the implication that acquiring new cultural practices or shedding old ones is not just a practical question and instead changes that superficially might seem quite trivial may carry enormous motivational significance because they are perceived as threatening or undermining people's identities as members of particular cultural communities. This is

especially relevant for all South Africans, as it is difficult to escape the deep and twisted conditioning they received during the years of colonialism and apartheid (Biko 1996), and to rid themselves of the deeply entrenched negative stereotypes (The Economist, 2001). This point is something the researcher would like to investigate further as part of her research because, as will be discussed in a later section, she believes it is almost impossible to achieve commitment from your managers when they feel that their identities are out of place or being undermined.

Schwartz et al (2014) makes the conclusion that members of both cultural minorities and majorities will often vigorously defend their cultural practices, values, and identifications against change or “contamination,” because they see such defence as the only way to maintain their cultural identities to protect their sense of who they are. Biko (1996) believed that the only way an African individual can become an active agent of change in his or her locality is to firstly assume a positive identity. An organisation will never get the best from its black managers if they feel that their true identity and realities is out of place in the workplace. This can cause issues because acculturation policies and pressures from the majority, even when these are well intentioned, aim, by definition, to reduce the distinctiveness of the minority group’s identity (Berry, 1997; Hornsey & Hogg, 2000). In the context of our research, this may cause the black manager to react to such stressful receiving contexts by withdrawing from the larger society altogether and interacting largely with other members of their ethnic group, or with members of other minority groups (Roysircar-Sodowsky & Maestas, 2000 cited in Schwartz, 2014).

2.4. Managing diversity

The term and concept of managing diversity, just like acculturation, can be traced back to the United States in the mid-1980’s (Agocs & Burr, 1996). This concept is vastly different from employment equity or affirmative action which it is often equated to or confused with. As explained by Agocs & Burr (1996), affirmative action is a policy that deals with systematic discrimination and focuses on increasing the representation of designated groups through targeted hiring. The researcher has a preference of using the term “leading diversity” Maier (2002) as opposed to the term “managing diversity” that is

extensively defined and used in literature. The main reason behind this preference is the underlying implication of reactivity which comes from finding yourself in a particular situation that you now need to manage. This is greatly different from leading diversity, where in colloquial terms, diversity did not “just happen to your organisation”, but rather the leaders are in control, are proactive and are taking charge of diversity for the benefit to the organisation as a whole. However, the remainder of this section will be dedicated to how literature defines managing diversity.

2.4.1 Defining managing diversity

It would seem from the literature that managing diversity has many different definitions and it is difficult to just assign one definition to. Managing diversity is defined by Yakura (1996 cited in Maier, 2002) as a business initiative that addresses diversity in the workplace and it has negligible legal connotations but it is more of a moral initiative. Cox (1991), Thomas (1991) and Thomas (1996) are aligned in their view that it is a planned, systematic and comprehensive managerial process. The goal of managing diversity is to create an inclusive environment where employees can contribute to the achievement of organisational objectives (Agocs and Burr, 1996; Kossek and Lobel, 1996; Thomas, 1991 and Thomas, 1996) and it also enables every member of the work force to perform to his or her full potential (Cox, 1991; Kossek and Lobel, 1996; Thomas, 1990). This is because managing diversity removes the hindrance that is usually introduced to the work place by race, gender, or other personal factors that are completely unrelated to the individual performing their duties (Cox, 1991 and Thomas, 1996). Yakura (1996 cited in Maier, 2002) and Cox (1991) shared the same sentiment as Thomas and Robertshaw (1999) and did not see managing diversity as an opposing concept to affirmative action or employment equity and in fact concurred with Agocs and Burr (1996) that it is an organisational change programme that the organisation undertakes voluntarily to help implement employment equity in the workplace.

From the above literature review the researcher feels it is fair to assume that these authors shared a similar view to Stoner and Russell-Chapin (1997) when they summarised and stated that while affirmative action and employment equity have greatly

assisted organisations to have a diverse workforce, diversity management needs to be implemented in order to achieve upward mobility, healthy integration and sound organisational performance. There are a few academics who have taken Stoner and Russell-Chapin's views (1997) one step further by being of the opinion that managing diversity can have a positive impact on the profits of an organisation. The business reasons identified by the different authors are:

- Lowered costs due to lower levels of turnover and absenteeism: (Teicher & Spearitt, 1996)
- Access to and understanding new markets: (Abbasi & Hollman, 1991) and (Jenner, 1994 cited in Maier, 2002)
- Opportunity to tap into all available sources of talent: (Taylor, 1995) and (Teicher & Spearitt, 1996)
- Higher creativity and innovation: (Cox and Blake, 1991), (Morrison, 1992), (Piturro & Mahoney, 1991)
- Better problem solving in general: (Bazile-Jones & Lynn, 1996) and (Lattimer, 1994 cited in Maier, 2002)

An observation that was made by Stoner and Russell-Chapin was that "many are experiencing diversity but failing to really manage it" (Stoner and Russell-Chapin, 1997, p6). Bazile-Jones and Lynn (1996) together with Mandell and Kohler-Gray (1990) share Stoner and Russell-Chapin's view (1997) above and in fact take it a step further and state that organisations must rethink management attitudes, skills and practices. Taylor (1995) and Fernandez (1991) are of the view that organisations must establish a culture that supports diversity, values differences (all differences not just differences that the organisation is comfortable with because that is nothing more than window dressing) and has to make sure all employees, not just white males, are treated well and feel comfortable (Fernandez, 1991). In order to properly implement the suggestions of Taylor and Fernandez it is important that the organisation goes back to the drawing board and identifies its needs (different voices need to be heard, one loud voice must not speak for softer voices, but the soft voice needs to speak for itself). Once the organisation has identified its needs then it will be able to take the needs and views of all its employees

and integrate them into the organisation's culture, philosophy, objectives and programmes. In fact Rodgers (1996 cited in Maier, 2002) believes it needs to be a strategic change process so that it is given the necessary level of priority and attention; while Capowski (1996) and Watson (1997) both agree that top management needs to play a central role and support managing diversity efforts in order for them to succeed. A link has been identified between diversity management and sensitivity, educational awareness and diversity training (Ferguson and Johnston, 1995). Nemetz and Christensen (1996) brought to the fore the fact that diversity training programmes more often than not compete with different influences (e.g. organisational culture all the way to external media rhetoric) and these influences need to be included in assessing the likelihood of diversity training success. Only if these influences are aligned and congruent can organisations expect to see a positive response to the training. However, Gordon (1995) seemed to not fully concur as he is of the opinion that diversity programmes create hostilities and fail to guide organisations in their attempt to positively manage diversity.

As much as there are many different elements to defining managing diversity, there is also a disparity with regards to how organisations view diversity. Thomas and Ely (1996) identified three perspectives for organisations' diversity initiatives:

- Discrimination and fairness paradigm – this seems to be the most common understanding of diversity within organisations. The leaders within the organisation that have this view of diversity focus on equal opportunity, fair treatment, recruitment and compliance with employment equity legislation. The companies that adhere to this paradigm view everyone as if they are of the same race, gender and nationality. Due to this approach and mind-set, they are inclined towards assimilation and “colour-and-gender-blind conformism” (Thomas and Ely, 1996, p83). This can pose a challenge because multiculturalists argue that “colour-blind policies are merely rationalizations for ignoring illegitimate racial hierarchies and racial bias” (Aziz, 2014, p13). The possibility of leaders with this perspective exploring how people with different backgrounds generate creativity and organisational processes is very minimal.

- Access and legitimacy paradigm – this paradigm celebrates and accept differences, and this is usually encouraged by the fact that the organisation wants to access a more diverse customer base and therefore try to match the demographics of the organisation with those of the critical customer base. The challenge with this perspective is that these organisations and their leaders assume a particular group only knows and understands their own group and therefore individuals are pigeonholed resulting in limited upward mobility (i.e. an individual can only manage or lead their own group of people, and not everyone)
- Learning and effectiveness paradigm – organisations with this perspective incorporate employees perspective into the main work of the organisation and as a result the organisation takes time and makes the effort to rethink primary tasks and redefine core company traits e.g. business practises and even organisational culture.

This creates yet another dimension of managing diversity within an organisation. Human and Bowmaker-Falconer (1992 cited in Maier, 2002) raise a concern that inadequately construed efforts to manage diversity increases the risk of deepening entrenched stereotypes and avoid issues of empowerment. Human (1996 cited in Maier, 2002) went on to state that the managing diversity programmes within the organisations do not consider the possibility of situational behaviour and the complex relationship between perceptions of culture and power. Managing diversity in South Africa is that more challenging because you need to remove deeply entrenched discriminatory practises, informal discrimination as well as barriers of upward mobility of previously disadvantaged groups (Horwitz, 1996). Human (1996 cited in Maier, 2002, p5) summarised managing diversity by stating that “it is not about managing them, out there; it is all about managing me, in here”.

2.4.2 Diversity – as viewed by Roosevelt Thomas

This section of the report will be discussing the work of one of the authors that presented a view of managing diversity that resonates with the sub-problems the researcher is trying to address. Roosevelt Thomas has produced a body of work that deals with

managing diversity and was one of the individuals that brought it to the fore that the United States must fully access and use its talent pool in order to stay globally competitive and enable every single member of the workforce to perform to his or her full potential. Thomas defined managing diversity as “a comprehensive management process for developing an environment that works for all employees” (1991, p10) for the sole intention of getting the exact same productivity from this diverse work force that we used to from a homogenous work force or even higher productivity than a homogenous work force (in fact Hoffman and Maier (1961) had already proven that heterogeneous groups are relatively superior to homogenous groups in problem solving ability). One of the statements that Thomas made is the fact that diversity management is closely linked to corporate culture. This can be closely associated with the assumptions that are unconscious and unexamined that define and drive the culture of the organisation. To this end, in one of his publications (1991), Thomas illustrates the culture of an organisation as the roots of a tree which are underground and are not visible; but have a significant effect because they give rise to the visible part of the tree. In the publication and in Figure 3, Thomas (1991) discusses how managing diversity resembles a change process with essentially four steps:

1. Identify the roots: Identify the corporate culture’s fundamental elements. This must include the deep assumptions that influence or determine the company’s diversity philosophy
2. Assess the roots: Determine if the roots of the tree support or hinder the aspirations for managing diversity
3. Change the roots that are hindrances: this activity requires a full-scale plan with straight-forward, actionable steps
4. Change the systems: Examine the existing systems and modify them so that they re-affirm the new roots and help foster diversity management

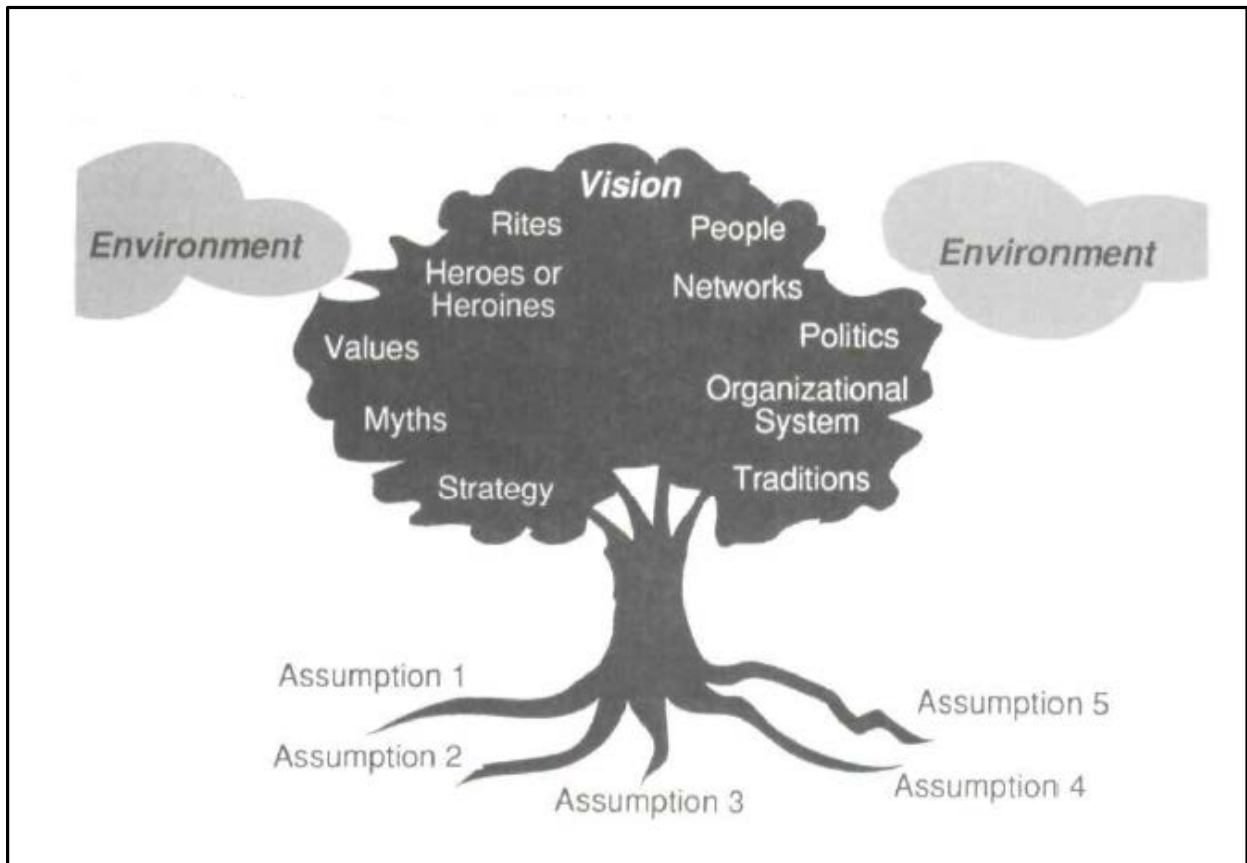


Figure 3: Organisational culture as a tree (Thomas, 1991, p13)

In Thomas' later work (Thomas and Woodruff, 1999), he simplifies the concept of managing diversity even further with the use of a children's story about the elephant that visited the house of the giraffe. The children's story had worthwhile lessons namely:

- It should not be the newcomer's responsibility to change in order to fit into the culture of the organisation; it is in fact the organisation's responsibility to change and accommodate everyone that walks through its doors
- The responsibility of managing diversity falls squarely at the feet of the organisation where the corporate culture needs to change. This way the organisation will accommodate and embrace all of its members
- For the members within the organisation, there needs to be mutual understanding and adaptation in order to successfully manage diversity

Thomas was one of the academics to state that diversity management means that "white men are as odd or normal as anyone else" (Thomas, 1990, p109) because diversity goes

beyond just gender and race but also age, background, sexual preference, personality differences and lifestyles and therefore it must encompass both the similarities and the differences. One of the takeaways from Thomas (1990, p114) is that the new and improved corporate culture must be able to “digest unassimilated diversity” and this is corporate South Africa’s biggest test.

2.5. Psychological contracts and commitment levels

South Africa’s ICT industry is becoming more and more ethnically diverse, and therefore it is very important to understand what constitutes the well-being of all employees. This is even more important for a minority group existing in an environment where less than 20% of South Africa’s top management positions are occupied by blacks (SAPA, 2014). Although access to the best talent has always been essential if organizations are to be successful, talent management (TM) and talent-differentiation strategies have taken on heightened importance in the Human Resource Management discipline as a result of a combination of demographic, labour market, and competitive pressures (Sonnenberg, van Zijderveld & Brinks, 2014). These pressures also impact the ICT industry in South Africa, and they are the reason why organisations do not only want “talented” managers but they want to get the most out of these managers for the benefit of both the organisation and the individual.

TM practices can be seen as communication mechanisms, ones that signal the expectations of the organization regarding the desired behaviours of managers, and also the organization’s reciprocal promises to these managers (Guest & Conway, 2002; Sonnenberg, Koene, & Paauwe, 2011). Based on these signals, managers understand and perceive their employment relationship, and thus adjust their behaviour based on how they think the organization perceives them in terms of value and potential (McLean Parks & Schmedeman, 1994; Robinson & Rousseau, 1994). It is fair to deduce that if an employee believes that the organisation does not see them as talent, they will conduct themselves in a way that will reinforce this notion. Organisations need to have insights as to how to influence psychological-contract fulfilment with regards to their ‘talented’ managers and must avoid being seen to reject or ignore some of its managers. Small

repeated rejections result in a sense of alienation and loss of motivation. This can be very negative because participation is “the single most important reward organisations can bestow on individuals...whether it occurs, and if it does, how it occurs, may set the basis for all other organisational rewards” (Alvarez, 1979, cited in Luhabe, 2002, p33). Alvarez measures participation four ways (Alvarez, 1979 cited in Luhabe, 2002):

- Physical participation- how people of a particular race or gender are physically located in the organisation
- Horizontal distribution – how the different races and genders are distributed within the different hierarchical levels
- Vertical dimension – what type of roles are held by which race or gender within the different hierarchical levels
- Social component – how certain managers have more access to or more involvement in corporate decisions through peer alliances

In order to have the desired impact on managers’ attitudes and behaviour, it is essential that managers’ perceptions are in line with the distinction made by the organization. “People (who perceive they have few opportunities) tend to lower their aspirations, become less engaged with or committed to work and behave in ways that make others regard them as unsuitable for promotion whilst a sense of opportunity has the exact opposite effect encouraging people to adopt attitudes and behaviour that further their initial advantage” (Kanter, 1979, as cited in Luhabe, 2002, p118) and so misalignment or incongruence in talent perception occurs in situations where the organization’s executives perceive an individual as ‘talent’, but the individual is unaware of this and also the other way around.

Rousseau (1995, p9) defines the psychological contract as “an individual’s belief, shaped by the organization, regarding reciprocal obligations”. Psychological contracts are shaped by the interaction of an individual with his or her organization through several organizational practices (Sonnenberg, 2006; Westwood, Sparrow, & Leung, 2001). Although psychological contracts tend to be unique to each individual, an organization’s particular practices encourage the development of one type of contract over another through the sort of messages or ‘signals’ they send to managers. Three elements of the

psychological contract are distinguished in the current literature (e.g. Freese, 2007 cited in Sonnenberg et al, 2014; Rousseau, 1995):

- Perceived employee obligations: such as the obligation to co-operate well, promises about commitment and performance, loyalty, and respect
- Perceived employer obligations: such as promised possibilities for training and development, career opportunities, and a good working environment
- Psychological-contract evaluation: can be measured in terms of perceived fulfilment or violation of employer obligations

Contrary to formal legal contracts, psychological contracts are subjective and exist only in the minds of the individual/employee (Suazo, Martinez, & Sandoval, 2009). This inherently provides room for different interpretations (Rousseau & Tijoriwala, 1998). When the employee's interpretation of the employer's and/or the employee's obligations that constitute the psychological contract diverge from their interpretation by the organizational representatives, conflict situations can occur. These in turn will influence the evaluation of the psychological contract and subsequent attitudes and behaviours. Social exchange theory (Blau, 1964; Shore & Barksdale, 1998 cited in Sonnenberg et al, 2014) suggests that managers seek balance in their employment relationship and will reciprocate according to their perception of the existing balance. Previous research has found relationships between the degree of psychological-contract fulfilment and outcomes such as neglect, intention to leave, satisfaction, organizational citizenship behaviour, turnover, intention to remain, loyalty, and voice (Lewis-McClea and Taylor, 1998; Robinson & Morrison, 1995; Robinson & Rousseau, 1994; Turnley & Feldman, 2000 cited in Sonnenberg et al, 2014). Sonnenberg et al (2013) did a study on the discrepancies or incongruences between perceptions of talent and how they may result in negative consequences for organizations in terms of losing key talent and associated costs, including additional necessary employment as well as training costs (Loi, Hang-Yue, & Foley, 2006).

The researcher makes the inference that this could result in the loss of "talented" individuals because if talent definition is not clear, it may create the impression that the "teacher's pets" are seen to be progressing. Another challenge this creates is the fact

that with lack of talent definition being universal, managers cannot help but simply define their own version of talent and they will tend to use familiar points of reference (e.g. white, male). Perceptions and interpretations are fickle in nature and difficult to manage or influence. One of the main assumptions underlying our research as well as that of Sonnenberg et al (2014) is that psychological-contract fulfilment has a correlation with employee attitudes and behaviours. The degree of psychological-contract fulfilment has been shown to be a good predictor of important TM outcomes, such as intention to leave the organization and commitment to the organization.

2.6. Group cohesiveness

Group cohesiveness refers to the degree to which members are motivated to remain in the group (Shaw, 1981) and this notion is grounded by the fact that people are attracted to similar peers (Byrne, 1971) and this has a number of benefits within an organisation namely:

- Absenteeism and group turnover are lower (Shaw, 1981)
- High mutual attraction might lead to levels of trust therefore the group finds it easier to share ideas and concerns and tend to also be more committed to the task at hand and the goal that is being pursued (Forbes and Milliken, 1999)
- Increase in social integration team spirit as well as inducing quality decision making (Smith et al., 1994 and Shaw, 1981)

These benefits can thus be lost without group cohesiveness leading to mistrust, stress and tension (Jackson, 1992 as cited in Maier, 2002). The above was summarised into Figure 4 by Maier (2002) using information also sourced from Steiner (1972).

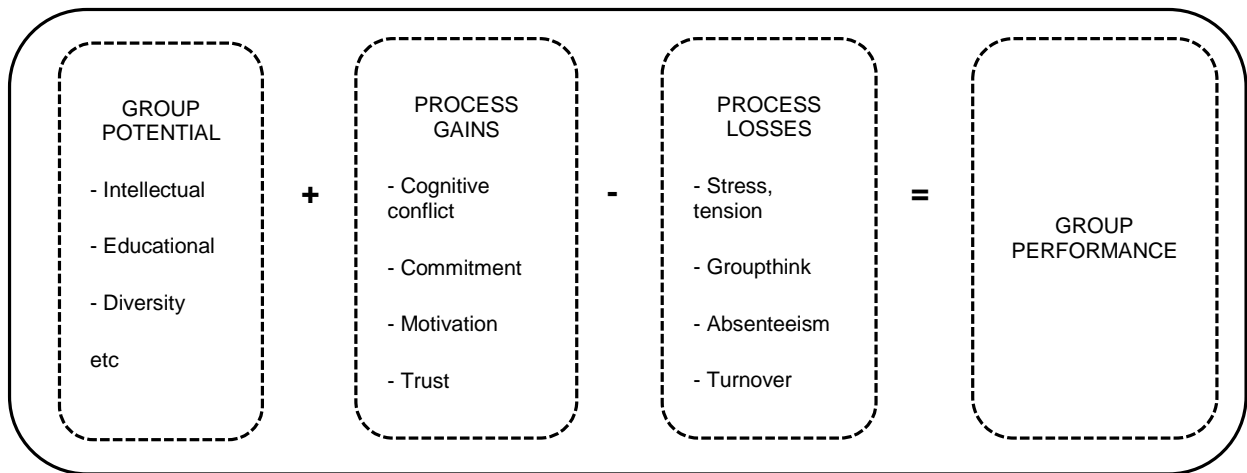


Figure 4: Elements of group performance (Maier, 2002) and (Steiner, 1972)

2.7. Patterns of discrimination

Luhabe (2002) dedicates an entire chapter on this topic, using supporting work from other publications. This section of the report will provide a high level discussion of the seven patterns of discrimination that Luhabe (2002) identifies:

Unexamined corporate culture – Rijamampianina (1999) examines the issue of culture along themes of core/peripheral influences and visible/invisible impacts and comes to the conclusion that the traits that are most resistant to change are the core and invisible ones. In simple terms, the racism or discrimination that individuals practise on a daily basis remains invisible to them and it will continue to be invisible unless a deliberate process of awareness is initiated to realise the prejudices. The fact that South African business management is Western in culture, its “tradition” is largely confined to the view that everyone must relate to each other on the basis of the Western culture, irrespective of their culture outside of the working hours. This reality is still practised in corporate South Africa even in 2015 at the time of this research.

Informal networks of communication – this pattern of discrimination related to informal networks within the organisations. Most of the time unfortunately black and / female

managers are often excluded from these networks because the network has been formed based on the unconscious assumptions that individuals make every day and again it ties up to group cohesiveness (Groysberg & Connolly, 2013). As a result of this, many managers (especially new managers) miss out on very relevant and useful business discussions and valuable exchange of information. “While black people no longer need a “dompas” to qualify for employment in urban areas, they do need a kind of social visa to participate in the racially defined networks that give access to opportunities, knowledge and the other resources that enable ordinary people to be successful or at least effective in their jobs” (Luhabe, 2002, p65). It is this pattern that negates the claim that “cream rises to the top” because the “cream” that rises is actually pulled or pushed to the top by an informal system of mentoring and sponsorships. Unfortunately the higher you move up the hierarchy, the more rigid the norms of these informal networks become and therefore the more difficult it is to become part of them. Another issue that this brings about is the fact that promotions will come about due to the individual fitting to the existing corporate culture, and not necessarily due to their competence.

Career path obstacles – this pattern relates to the obstacles that are experienced by black managers (and not by white managers) in their career paths and this occurs from the beginning of the black managers’ career for example the jobs they are given do not provide scope to develop the conceptual skills that are critical for executive positions. One of the factors that were identified was the lack of mentors or sponsors which contributed to the slow rate of career progression in blacks.

Lack of role models – as much as the number of black managers has increased since Luhabe’s publication, this is still an issue worthy of concern. The lack of role models has two main drawbacks: firstly, there is a lack of an individual that is high up in the organisation that will inspire the behaviours and the performance of the junior managers; secondly, it leads to a pattern of keeping a low profile as managers struggle with situations that are new to them and to avoid such “exposure” managers end up preferring to put a ceiling on their own aspirations.

Withdrawal of support and recognition – this usually takes place when initial support is provided, until the black manager experiences a challenging situation which could result in failure. Instead of support, it becomes easier for the supporting manager to walk away to minimise the risk of being seen to fail as well.

The glass ceiling – many of the patterns described above actually lend themselves well to the “glass ceiling” phenomenon (Monk, 2012).

Quality of top management – In many publications about managing diversity, the issue regarding the quality of top management is often questioned as it is important for top management to be in the forefront of confronting and managing racism and discrimination in organisations. If this takes place successfully, then the attitude towards employment could shift from one of master- servant to a transaction- type relationship. In this new type of relationship the employees all bring to the table their life experiences, potential, knowledge and insights and use these to enrich the company’s prospects.

From the above, it would appear that there is work that needs to take place to firstly identify discrimination and secondly to “name and shame” it so that it is denied an opportunity to continue existing in corporate South Africa. It would seem that significant progress will not be done unless management in these organisations play their significant roles. “Leaders in diverse organisations must possess attributes and sharpen skills that were not critical for survival and success in organisations with traditional, homogeneous constituents” (Joplin and Daus, 1997, p45). This is also supported by Dr Judy Dlamini (Midrand Reporter, 2015, unpagged) where she comments that "progressive leaders in business have a crucial role to play in ensuring effective utilisation of all human resources across gender, social class, race and sexual orientation". Jackson, Stone and Alvarez (1992, p68) are of the view that “the challenge, it seems, is to create an organisational environment that encourages the development of cohesive work

groups without sacrificing the unique contributions that people from diverse backgrounds can offer”.

2.8. Social behaviours and practises

South Africa is a culturally diverse country that contains a mix of different races, cultural identities, languages and ethnic bonds (World Elections, 2014). It is due to this reason that the works of Hofstede’s cultural dimensions theory (Hofstede, 2015) will not be referred to extensively in this research because his classification of South Africa as a country is high level and does not take into consideration the different ethnicities (and their behaviours and practises) within South Africa.

When South Africa’s former President Nelson Mandela was released from prison in 1990, to the advent of democracy in 1994 and beyond, he espoused reconciliation, understanding and forgiveness (SAPA, 2013). However these lessons do not translate so easily into the day-to-day behaviours and inter-racial relationships in South Africa, in particular in the work place. In fact, it would seem that there are still noteworthy tensions and platitudes between the different races even though “cross-cultural theories have shown that people are not the same, they are equipped with differing mind-sets and they hold incongruent basic assumptions” Maier (2002, p32). Alleyne (2004) did a study on workplace conflict (complex and enduring situations arising from diverse forms of harassment) that affect health, esteem and work performance. Her general findings indicated that although workplace oppression for black people was not overtly about race and cultural differences, conflict was frequently initiated by subtle comments and behaviours that targeted aspects of the individual’s race or cultural identity. The respondents that participated in her study (Alleyne, 2004) provided examples that included:

- Failure to notice or acknowledge their presence
- Being met with silence when a supportive response would normally be expected
- White colleagues refusing to make proper eye contact with black colleagues when it mattered

- Repeated instances of exclusion
- The absence of pleasantries normally accorded to white colleagues
- Over-use of adjectives such as scary, aggressive, angry, frightening, threatening, problem, difficult, when referring to black people
- Cultural jokes and remarks that they found offensive

A generally white or Western socialising activity that is common across many corporates in South Africa is pub lunches or “sundowners” (drinks after work). Even though the research by Alleyne (2004) was conducted in the US, it would seem from this is not just a South African socialising activity at the workplace, however it is a source of unwelcome tension and resulting resentment. The study describes the experience of a black worker who was referred to as “uncivilized” when the worker chose not to socialise and share pub lunches with her white colleagues. The study continues to state that this black worker found the comment offensive and hurtful. Alleyne (2004) noted that “the unrelenting nature of these conflicts and the worker’s resulting protective and defensive postures, eventually wore them down, leading to erratic or lengthy sickness absence” (Alleyne, 2004, p5).

The research revealed two main themes that suggested interplay between external and internal factors and Table 1 from Alleyne (2004) lists some of these factors:

- External factors were represented by the white (usually male) management structures, and attitudes and action of white peers
- Internal factors related to the feelings, reactions and stances adopted by black workers

Table 1: External and internal cycles of events (Alleyne, 2004, p6)

External factors	Internal factors
Micro and macro aggression*	Stigmatic Stress * (SS) and anticipation/ re-experiencing of shame and hurt
Persistence of the above	Protective postures adopted. Development of defensive stances and attitudes
Culture of SS becomes more established	Wounding to sense of self. Experience of possible trauma. Work beings to be negatively affected (slip-ups, mistakes)
Management reacts to worker's slips-ups	Experience of unfairness, harassment and victimisation
Formal warning from management	Ego justification as a defence to being devalued
Disciplinary procedures introduced	Preoccupation with the white Other and fear of emotional collapse
Entrenched punitive attitudes from management	Fight/flight into illness (usually manifested by erratic to long periods of sickness off work)
Impasse	Post-traumatic stress and possible depression
Defensive posturing against possible charges of racism. Chronic crisis	Choices made (1) employment tribunal (2) resignation to the status quo (3) move jobs

**Microaggression – term coined by Russel (1998) to describe racial assaults by white people that are subtle, stunning, often automatic, non-verbal exchanges that are offensive to black people. The result is shame and hurt. Macroaggressions are similar to microaggressions but are directed at black people in general as well as the individual.*

**Stigmatic stress – this arises from being ‘marked’ (singled out for unfavourable and discriminatory treatment). The ‘marked’ person is pushed into a state of hyper-vigilance and over-sensitivity.*

It is worth noting in Table 1 that in the description for micro-aggression, the racial assault by white people is often automatic. This definition gives the sense that many-a-times the transgressor is actually unaware of their action and the impact or result of their action.

Former President Mandela may have had an admirable approach to reconciliation and cooperation, but the “grinding down process” (Alleyne, 2004, p6) that is experienced by black workers due to the behaviours and practises exhibited by white colleagues shows that there is a lot of work that needs to take place to identify these practises and remedy the situations that result in black workers feeling that “I will always carry a healthy disrespect for white people because I can never trust them” (Alleyne, 2004, p6).

The internal oppressor (a noun) is described as an aspect of self that carries trans-generational and historical baggage and this is different from the process of internalised oppression (Alleyne, 2004). Internalised oppression is defined as the process of “absorbing the values and beliefs of the oppressor and coming to believe all or some of the stereotypes and misinformation. This process can lead to low self-esteem, self-hate, the disowning of one’s group, and other complex defensive interpersonal behaviours that influence and affect quality of life” (Alleyne, 2004, p7). It would seem that the internal oppressor is able to influence black people’s relationship and attachment dynamics with the white other. Alleyne (2004) makes the deduction that in an external oppressive situation, whether it is real or perceived, the internal oppressor opens up old wounds. This again ties back with the comment made previously that for all South Africans, it is difficult to escape the deep and twisted conditioning they received during the years of colonialism and apartheid (Biko, 1996).

Akbar (1996 cited in Alleyne, 2004) made the comment that

Our [black people’s] progress is still impeded by many of the slave-based characteristics... The objective of the discussion is not to cry “victim” and seek to excuse those self-destructive characteristics created by slavery. In fact the objective is to identify the magnitude of the slavery trauma and to suggest the persistence of a post-slavery traumatic stress syndrome, which still affects the [black person’s] personality. It is not a call to vindicate the cause of the condition, but to challenge black people to recognise the symptoms of the condition and master it as we have mastered the original trauma (Alleyne, 2004, p7).

Akbar's statement contains some home truths that are relevant in the US (where black people are in the minority) and in South Africa (where black people are in the majority) after over 20 years of democracy. Akbar's comments speak to black internalised oppression, which has also been discussed by other authors (i.e. Akbar, 1996; Freire, 1970; Hooks, 1995; Lipsky, 1987; Lorde, 1984 cited in Alleyne, 2004). The researcher believes it is important to be aware of this aspect of the self namely:

- How it functions
- How one relates to it when it is aroused

This awareness and understanding could be a key factor in a black individual's ability to rise above and transcend any immediate situations in order to maintain good psychological wellness.

2.9. Conclusion of Literature Review

After the above review of the literature available, the researcher has formed the opinion that there is a need for research in this field, especially in the ICT industry in South Africa because there is sparse literature available. With South Africa's structural unemployment challenge (Kirk, 2011), the need to get the best out of all managers, as well as the fact that the majority of our modern lives is revolving around technology, empirical research in acculturation and its impact on commitment and integration in the workplace in the ICT industry is relevant in assisting scholars and corporates to understand some of the possible issues that exist, after which scholars will be able to support corporates in finding solution and workarounds to these issues. A lot still has to be learned about under-represented, large groups of managers hence, Peeters and Oerlemans (2009) urged that "we still need to improve our understanding of under-represented populations" (Peeters and Oerlemans, 2009, p20).

Following the literature review, the following research propositions have been formulated for the purposes of this study:

2.9.1. Proposition 1: Black managers and acculturation pressure

Black managers in the ICT industry in South Africa do feel the pressure to acculturate to the white Western culture in their workplace: In South Africa as a whole, blacks are in the majority and whites in the minority, however in the workplace this dynamic is inversed and is steeply biased towards the majority of whites. The researcher proposes that in part due to this number dynamic, the culture of corporate South Africa, in particular in the ICT industry is a white Western culture and therefore black managers end up selecting and taking on one of the four acculturation orientations as a way of coping with the situation. The literature above has discussed the different acculturation orientations, their traits, as well as how they could play out in corporate South Africa.

2.9.2. Proposition 2: White managers practises and behaviours

White managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers: Alleyne (2004) talks about the practises and behaviours that are exhibited daily by white managers in their workplaces as well as their impact on the general well-being and the feelings they invoke in black managers; and these seem similar in nature to those discussed by Caver and Livers (2002). The researcher therefore is investigating whether these biases described in the literature have an isolating or inclusive impact on black managers in the ICT industry in South Africa.

2.9.3. Proposition 3: Team integration and commitment to the organisation

The practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation: The final proposition aims to uncover what impact the above

mentioned behaviours and practises have on the black manager integrating into the team fully and being committed to the organisation. This is an important question because it addresses two very important points namely:

- As stated by Landman (Smit, 2014), one of the main obstacles that are standing between South Africa and the fulfilment of its potential as a nation is the lack of social capital, which he describes as the glue that binds a society, is subtle and relational
- Corporate South Africa will never get the best out of its black managers if they are not fully committed to the organisation and feel wholly that they are part of the team and they are accepted as they are

The relevance and applicability of this study is supported by Peeters and Oerlemans (2009) who explored the extent to which acculturation orientations relate to managers' well-being at work. The study showed that integration relates positively to well-being at work (more job satisfaction, more organizational commitment, less cynicism, and more self-efficacy), whereas marginalization relates negatively to well-being at work, especially for ethnic minority managers.

CHAPTER 3. RESEARCH METHODOLOGY

The purpose of this research is to establish the acculturation pressures faced by black managers in ICT organisations in South Africa and how these pressures influence the black manager's integration into teams and commitment to an organisation. The methodology that will be used for this study is quantitative in nature. This is due to the fact that a large number of studies that had taken place with regards to acculturation and other pressures in the workplace have tended to be qualitative in nature (for instance Alleyne, 2004 and Canham, 2014b). The quantitative nature of the study will also lend itself to maximising the objectivity of the analysis of the topic as it provides precise, quantitative, numerical data. The research results are relatively independent of the researcher and this may have higher credibility with research community (Johnson & Christensen, 2011).

In this chapter the researcher will discuss the research methodology, design, methods that have been employed in conducting this research as well as the details of the research sample. The sections that follow will discuss the methodology and design; after which the population, sample and sampling procedures employed will be discussed. The instruments used for the collecting, analysing and interpreting of the data for the study will also be discussed. The chapter will also discuss and analyse the limitations, reliability and validity of the instruments employed. The last section of this chapter will present the demographic profile of the research sample

3.1 Research methodology / paradigm

This study uses a quantitative research method. Quantitative research is research in which the researcher uses primarily positivist claims to develop knowledge or testing of theories and employs strategies such as surveys/questionnaires, data collection yielding statistical data, and so on (Creswell 2003).

The study is conducted using an online survey where the respondents will be sitting away from the researcher and responding to the questions raised in the online survey. This study is a once off study and is not a study that occurs over a period of time.

3.2 Research Design

There are a number of reasons as to why the researcher selected a web-based survey as the method to collect data for this study namely:

- The researcher will not be present when the survey is taken and therefore will have absolutely no influence on the replies submitted by the respondents
- This survey can reach a large population without the researcher having to travel to meet up with the respondents (as would be the case in most times for a qualitative study e.g. an interview)
- The researcher believes that all the respondents have participated in at least one online survey previously, and as a result are familiar with surveys that are in this format
- The researcher believes that all the respondents of this survey have access to computers and internet connectivity and in fact use them on a daily basis in their working lives
- The respondents can participate in the study during their own time when its most convenient to them (Creswell, 2003)
- An online survey will be short and generally would be of a shorter duration than a qualitative method (e.g. semi-structured interviews) (Creswell, 2003)
- The time it takes to generate the results of this study will generally be short for an online survey (Creswell, 2003)
- An online survey is very “green” as there will be no print-outs or paper used to collect or analyse this data

With the above listed advantages there are also disadvantages to using this method, the biggest of which is the fact that the researcher will not be able to guarantee that the respondents honour the appointment and respond to the study and in fact they may just ignore the request for participation. Another concern that the researcher has is the fact

that respondents receive a large number of emails on a daily basis and as such may end up de-prioritising this survey or else the email is not attended to due to email fatigue. A third concern for the researcher is the possibility of respondents replying just for the sake of responding, therefore giving poorly thought-through answers. The first two concerns were fair and reasonable as a large number of email questionnaires were sent out but not all of the respondents participated in the survey.

3.3 Population and sample

3.3.1 Population

The population of this research is made up of both black men and women who are in middle and senior management roles in the ICT industry or ICT-related roles within the province of Gauteng in South Africa. There is no limit on the age, education or background of the respondents and the main criteria that needs to be met by the respondent is the fact that they must have been in a management role for a minimum of 12 months before taking part in this study. The basis behind this condition is to ensure that the respondent has had an opportunity to experience the behaviours and practises that are discussed in this study and will not base their response on hearsay or assumptions.

3.3.2 Sample and sampling method

The sample size of the research is 60 respondents, both black male and female managers in the ICT industry in South Africa. The respondents that participated in the survey were identified using the snowball sampling technique, where random individuals that met all the criteria were identified to be part of the sample, and in turn they also identified other individuals that met the criteria and could also participate in the survey (Goodman, 1961). This non-probability sampling method will not be used to infer from the sample to the general population and so will not answer research question like “how many” (Ghuri and Gronhaug 2010). The researcher however, cannot ensure that this sample will be representative of the population and thus there is no stratification of the sample (Creswell, 2003).

3.4 The research instrument

The research instrument that is used to conduct this study is a web-based, self-administered survey, and the justifications for this selection are captured in the research design section above. The questions that the researcher asks have not been sourced from previous research and have been designed by the researcher. This is advantageous because the questions are purely based on the literature covered and the information that is required for the research. However the disadvantage of this is that the questions have not been tested before and as a result their validity and reliability has not been tested.

The researcher purposefully asks the same question in reverse to ensure that the respondents are not going through the survey and responding (by selecting for example the first tick box) without actually reading the questions. The questions are grouped in two groups i.e. “my personal experience” as well as “my perception of what is happening” in order to minimise confusion (and lack of context) that may be introduced by asking random questions. To ensure that the survey has been drafted properly, the researcher has conducted a pilot study and distributed the survey to four managers in the ICT industry and asked them to participate in the survey as if they were part of the actual study. After this the four individuals were interviewed to understand their experience of the survey and if there are any suggestions to improve the “usability” of the survey. As all four individuals were comfortable with the survey and did not suggest any changes to it, their responses were then also included in the final sample. The survey is made up of four main sections namely the cover note, the demographics section, the main questionnaire as well as the closing remarks.

3.5 Procedure for data collection

The researcher sent the survey to the initial pilot sample as discussed above. Once that was completed, the researcher identified ten individuals that were known by the researcher, which fit the sample criteria and requested that they also identify individuals that also fit the sample criteria, resulting in the snowball sampling effect. This occurred

until 91 individuals were identified after which the survey was forwarded to them for their participation. A copy of the survey email that was received by the different survey participants can be found in the appendix. The respondents were not given a deadline in the email and the data collection lasted a period of eight weeks. Reminder emails were sent during this period to ensure that the survey is on the forethought of the respondents' mind. These reminders assisted in ensuring maximum participation by the respondents in the 8 weeks set aside for data collection.

3.6 Data analysis and interpretation

In order for the researcher to explore how the pressure of acculturation influence black managers within the context of ICT organisations, the researcher makes use of basic descriptive statistics, inter-battery factor analysis, T-tests and Spearman's co-efficient.

The first analysis performed on the data involved running basic descriptive statistics. This was used to gain a better view of the data and included analysing the demographic breakdown of the respondents, and determining the means and standard deviations of the responses in order to form part of the later discussion around the propositions of the research.

The inter-battery method of factor analysis provides information relevant to the stability of factors over different selections of tests (Tucker, 1958). The two batteries of tests, proposed to depend on the same common factors, are given to one sample; and in order to determine the factors, a correlation of the tests in one battery with the tests in the other battery is done (Tucker, 1958). With factor analysis, if a set of variables appear to belong together as a group, these variables should be treated as belonging to a statistically similar concept (Lee, 2015). The researcher makes use of manifest variables and latent variables, where a manifest variable is something you have to measure, and latent variable is the underlying and imaginary concept that we think is reflected by a particular variable (Lee, 2015). Every respondents' responses to the survey is categorised as a manifest variable, and with their responses we will be using factor

analysis to identify the underlying, imaginary but true meanings of those explicit responses given by the respondents. This will be done for responses to the two categories of the survey questions (i.e. my personal experience as well as my perception of what is happening). As a result our analysis in a later chapter will touch on both the measurable response by the respondent, but also the underlying concept that this response could possibly refer to (e.g. viewing the organisation as being equitable or as being biased).

A T-Test is a statistical examination of two population means and is used to examine if the two samples are statistically different from each other (Trochim, 2006). The T-Test is commonly used when there is a need to compare the means of two groups (Trochim, 2006 and Lee, 2015). This test will be discussed further in a later section where respondents are split by gender to ascertain if the gender of the respondents has any impact on their responses of the survey.

The Spearman's rank correlation coefficient is a non-parametric measure of statistical dependence between two variables (Leard Statistics, 2013). This coefficient tests how well the relationship between two variables can be described using a monotonic function (i.e. it measures the strength of association between two ranked variables) (Leard Statistics, 2013). Spearman's is appropriate for both continuous and discrete variables including ordinal variables (Lee, 2015) and will be discussed further in a later section where the demographic profiles of the respondents are tested to ascertain if they have any impact on the responses to the survey.

3.7 Limitations of the study

Limitations for this study are listed below and include:

- This study relies heavily on the respondent's honesty, and this is a potential weakness because some respondents may feel intimidated by the fact that they

are discussing commitment levels in the workplace and may question the confidentiality of the study

- The respondents will not be able to clarify any questions if they are unclear because the survey is taken online independent of the researcher
- There is a potential risk that the respondents will respond “for the sake of responding” and will not answer truthfully or properly

3.8 Validity and reliability

Validity refers to the ability of the measurement instrument, which in this instance is the structured questionnaire, to measure what it is intended to measure so the researcher knows if the results are ‘true’ (Ghuri and Gronhaug 2010); whereas reliability refers to the extent to which a measurement procedure provides the same answer whenever and however it is conducted (Kirk and Miller 1986).

3.8.1 External validity

External validity is defined as the extrapolation of particular research findings beyond the immediate form of inquiry to the general (Riege 2003). External validity refers to the question of whether findings of a study can be generalised to other populations, settings or periods beyond the current study (Ghuri and Gronhaug 2010). With regards to this study there are two possible areas that need to be addressed:

- Can the study be applied to the entire population of black managers within the ICT industry in South Africa?
- Can the study be applied to other industries that are also male dominated?
- Can the study be applied internationally in the ICT industry of other countries

The first and third points are only answerable in the future, where the researcher hopes that other studies in other male-dominated industries as well as internationally will be undertaken to see if similar results are achieved. However in the meantime the researcher believes that high answer rate from the sample will provide a sufficient enough case to generalise across different male-dominated industries for example engineering. Even though Gauteng is the smallest province in South Africa, it does host

Johannesburg, the business hub of South Africa. As a result, many organisations have presence in Johannesburg and therefore the study will have exposure to respondents of these different organisations to support the assumption that the study is applicable to the entire population of black managers within the ICT industry in South Africa. There is no differentiation made between the different age groups that will answer this survey and all the responses will be treated in the same way. This could pose a threat to external validity as people's mind-sets, especially about race and background, tend to differ across different age groups.

3.8.2 Internal validity

Internal validity looks at whether the results obtained within a study are able to establish cause and effect relationships, in other words to be confident that x is really causing y (Ghauri and Gronhaug 2010). The researcher believes that internal validity strongly impacts one of the proposition namely "The practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation". This is a potential cause for concern because there could be other reasons that affect black manager's integration into the team and commitment to the organisation, not just the behaviours and practises of white managers. To mitigate against this potential challenge as far as possible (it is not possible to completely eradicate this), the researcher's literature review has attempted to show a connection between the two variables in order to ensure internal validity.

The survey is constructed in such a way that there are questions that are the same but asked in a reversed way (i.e. reverse framed items); these assist the researcher in identifying if the respondents are properly participating in the study or if they are going through the motions so that they can complete the survey (York St John University, 2015). The questions are also structured in very simple terms with one question only addressing one point or idea and therefore the researcher is not using conjoined sentences. The researcher has grouped the questions under two main themes:

- How I perceive the individuals and the interactions within my organisation

- My personal experience of the individuals and interactions within my organisation

This will assist the respondents of the survey to think along one theme and then change to the other, minimising possible confusion.

3.8.3 Reliability

Reliability in a study is the ability of a measurement instrument to provide the same answer every time the research is conducted, whenever and however it may be conducted (Kirk and Miller 1986). This poses a challenge to this research because respondents could potentially answer the same survey differently based on a number of issues (e.g. change in mood due to personal issues). Even if the researcher would be part of future replication of this research, it would still be impossible to replicate each step in the process and therefore the results could differ (Riege 2003). To counter this potential challenge the researcher has identified a minimum responses threshold, this way the number of respondents levels out any peaks or troughs in the responses that may occur.

In an attempt to ensure the highest levels of reliability in this study, the researcher has taken the results of the respondents and analysed them to ensure data quality and if there were any questions that were left black or had responses that did not make sense (for example a string of numbers when the individual is requested to elaborate further on their response) were removed. The researcher has ensured that the questionnaire is not made up of long questions or many questions which could result in respondent fatigue. The survey has 27 questions on the questionnaire in an attempt to ensure maximum reliability by assisting the respondents to answer honestly and truly.

3.9 Demographic profile of the research sample

In this section the demographics of the research sample that is under review will be examined. Three questions were asked at the beginning of the survey to ascertain the demographic details of each respondent. The demographic questions in this survey

touch on the gender of the respondent, the number of years that the respondent has worked in the ICT industry (this will be referred to as tenure in the remainder of the report) as well as the hierarchical level of management that the individual currently operates on (this will be referred to as management level in the remainder of the report). These were the demographic details that were of interest to the researcher, which could assist in the exploration that has been undertaken for this research report. The details of their age or ethnicity (e.g. Zulu, Xhosa) were not included in the demographic questions as they would not add value to the analysis of the report however, the tenure of the respondent would provide the necessary insights as to how long the respondent has been exposed to the ICT industry while management level could lend itself to the individual's assumed maturity and capabilities. Table 2 summarises the demographic breakdown of the respondents of the survey.

Table 2: Demographic profile of survey respondents

Classification	Options	Frequency
Gender	Male	34
	Female	26
Number of years in the ICT industry	Less than 1 year	1
	1-2 years	2
	3-5 years	6
	6-10 years	24
	10+ years	27
Level of management currently operating in	Executive	4
	Senior	8
	Middle management	31
	1 st line management or team leader	17

From Table 2, it can be seen that 57% of the respondents are male while the remaining 43% are female. This distribution between the genders is almost half-way and as this research is about all black managers, this almost half-way split will assist the researcher in seeing a balanced picture of the experiences and perceptions and the results will not

be skewed towards a particular gender. The sample is made up of mostly middle managers (52%) with first line management making up 28% of the respondents. A significant number of our respondents (85%) have been in the ICT industry for more than 6 years. From this statistic it would be fair to assume that the results that will be collected from this research will have additional validity as the respondents have been exposed for a long time to the industry.

CHAPTER 4. PRESENTATION OF THE RESEARCH RESULTS

In this chapter of the report, the results of the research that was conducted will be presented. The data will not be interpreted in this chapter; the interpretation of the results will be done in the following chapter.

4.1 Introduction

The results of the research are presented in this section. The results have been summarised and tabulated for easier review and analysis. The full result set will be analysed using basic descriptive statistics. Descriptive statistics allows the researcher the ability to quantitatively describe the main features of a collection of information (Mann, 1995) by summarizing a sample, rather than using the data to learn about the population that the sample of data represents. This is followed by a factor analysis of the research data. The chapter is concluded with an overview of the survey data which is presented.

The research sample was sent a survey that had 27 questions and it needed to be completed online. The survey consisted of questions that the respondent answered by ranking their responses on a 5-point Likert scale. There were also four questions where the respondent could elaborate/ comment further. These were questions 15.1, 25.1, 26.1 as well as 27. The ranking on the Likert scale ranged from “Strongly Disagree” (1) all the way to “Strongly Agree” (5). The questions were captured in such a way that if the respondent just selected one particular rank for all questions (due to user fatigue for instance) then the anomaly would be easy to identify. The questions were grouped into two categories namely

- My personal experience
- My perception of what is happening

Within each category, the order of the questions, where applicable, puts forward a contrast statement for example the questions “black managers treat all employees the

same” is followed by a very similar question “white managers treat all employees the same”. This forces the respondent to apply their mind in a structured way while also assisting the researcher to be able to identify any possible anomalies with the responses.

4.2 Frequency

Frequency is defined by Coladarci (2012) as the number of time an event occurred in an experiment or study, while Wegner (2007) simplifies it further and states that it is the number of occurrences of data values that happen to fall within a response category of a research sample.

Table 3 display a summary of the questions that were in the survey together with the percentages of responses per rating for the category “my personal experience”.

Table 3: Full survey frequency- My personal experience

Question number	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My personal experience						
4	I look forward to team lunches/drinks/team activities	3%	10%	17%	50%	20%
5	I feel pressured to take part in drinks/lunch/team outings	20%	50%	15%	10%	5%
6	I need to change the way I behave and conduct myself to fit into my team	15%	38%	23%	17%	7%
...

Table 4 display a summary of the questions that were in the survey together with the percentages of responses per rating for the category “my perception of what is happening”.

Table 4: Full survey frequency- My perception of what is happening

Question number	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My perception of what is happening						
16.1	Talking in a language I do not understand in a meeting	12%	35%	17%	25%	12%
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	12%	37%	15%	30%	7%
16.3	Share work information amongst themselves and exclude me	12%	30%	17%	18%	23%
...

In each row of the tables, the response/rating that occurs most often (i.e. modal value) for that particular question, has been highlighted. In rows where there is only a 1% difference between the highest number and the next number, both cells are highlighted. The above table is broken up into the entire 5-point Likert scale and is comprehensive. The respondents mostly selected a particular view with regards to each question (they either agreed or disagreed) and this will help with the analysis as there are a minimum number of “neutral” responses.

Table 5 depicts the same information; however, the 5-points have been summarised into only 3 points for easier review and analysis for the category “my personal experience”.

Table 5: Summary survey frequency- My personal experience

Question number	Question	Disagree	Neutral	Agree
My personal experience				
4	I look forward to team lunches/drinks/team activities	13%	17%	70%
5	I feel pressured to take part in drinks/lunch/team outings	70%	15%	15%

6	I need to change the way I behave and conduct myself to fit into my team	53%	23%	23%
...

Table 6 depicts the same information for the category “my perception of what is happening”.

Table 6: Summary survey frequency- My perception of what is happening

Question number	Question	Disagree	Neutral	Agree
My perception of what is happening				
16.1	Talking in a language I do not understand in a meeting	47%	17%	37%
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	48%	15%	37%
16.3	Share work information amongst themselves and exclude me	42%	17%	42%
...

The summarised table again contains highlighted cells for the highest values as previously discussed. This table provides an easier to understand summary of the respondents’ views of the different survey questions which are classified under the two categories (i.e. “my personal experience” compared to “my perception of what is happening”). These two sets of questions are very important because they address a hypothetical “if” situation but also support that with a “this is what I perceive is happening within my organisation”. This assists in balancing the analysis because it firstly tests how any individual would feel if a particular behaviour is experienced first-hand, together with checking if that same behaviour is taking place within the organisation. This thread of thinking will re-appear many times during this write-up.

The responses that are “strongly agree” and “agree” have been summed up into the “agree” column. Similarly for the responses that are “strongly disagree” and “disagree”

the responses have been summed up into the disagree column. The responses where the respondents neither agreed nor disagreed were kept separate in the “neutral” column. From the table above it can be seen that respondents agreed with 17 out of all the questions and disagreed with 15. It can also be observed that from the category “my personal experience” 11 of responses agree with the statements and 6 disagree with the statements while in the “my perception of what is happening” category, 6 of the responses agree with the statements and 9 disagree with the statements. The questions that received the highest percentage of agreement were:

- If the following is done by white managers within my organisation, I find it offensive: Sharing work information amongst themselves and exclude me (87%)
- I am committed to my organisation (87%)
- I feel that I am part of my team and not an outsider (78%)
- If the following is done by white managers within my organisation, I find it offensive: Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down) (78%)
- White managers get along with each other more than they get along with black managers (78%)

The questions that received the highest percentage of disagreement were:

- I feel pressured to take part in drinks/lunch/team outings (70%)
- White managers treat all employees the same (65%)

The question that received the highest percentage of neutrality was:

- White managers exhibit behaviours that are inclusive to black managers (53%)
- White managers exhibit behaviours that are isolating to black managers (48%)

From the above points we can deduce the points that the respondents feel strongly about as well as the points that they are indecisive about.

4.3 Mean and standard deviation

The statistical analysis of this research is undertaken using the statistical programme SAS version 9.3, with some data display and formatting being performed on Microsoft Excel. The standard deviation indicates variance in responses around the mean (Statistics Canada, 2013) while the mean is the average of all numbers and is sometimes called the arithmetic mean (Rouse, 2014). Table 7 depicts the values for the category “my personal experience”.

Table 7 and Table 8 depict the results of the mean and standard deviation analysis that were calculated using a modelling and algorithmic optimisation approach (Stacey, 2016). This approach was selected so as to avoid the discretisation error that tends to occur when calculating the mean and standard deviation from ordinal category data (i.e. the Likert scale) (Stacey, 2016). From the tables, it is observed that there is no category between the two defined (that is “my personal experience” as well as “my perception of what is happening”) that has a consistently high or consistently low mean or standard deviation. There were no responses in either of the two categories that had a standard deviation that was above 1.9. Using this approach the calculated means and standard deviations can be assigned under the following classification:

- Strongly disagree is any value lower than -1.23
- Disagree is any value that falls between -1.23 and -0.46
- Neutral is any value that falls between -0.46 and 0.04
- Agree is any value that falls between 0.04 and 0.79
- Strongly agree is any value higher than 0.79

Table 7 depicts the values for the category “my personal experience”.

Table 7: Mean and standard deviation- My personal experience

Question number	Question	Mean	Standard Deviation
My personal experience			
4	I look forward to team lunches/drinks/team activities	0.27	0.70

5	I feel pressured to take part in drinks/lunch/team outings	-0.67	0.76
6	I need to change the way I behave and conduct myself to fit into my team	-0.47	0.78
...

Table 8 depicts the values for the category “my perception of what is happening”.

Table 8: Mean and standard deviation- My perception of what is happening

Question number	Question	Mean	Standard Deviation
My perception of what is happening			
16.1	Talking in a language I do not understand in a meeting	-0.28	0.86
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	-0.33	0.78
16.3	Share work information amongst themselves and exclude me	-0.10	1.07
...

4.4 Factor analysis

A simple explanation for factor analysis is that it allows us to describe many variables with few factors (Garrett-Mayer, 2006). A more detailed explanation stated that

Factor analysis is a generic term for a family of statistical techniques concerned with the reduction of a set of observable variables in terms of a small number of latent factors. It has been developed primarily for analysing relationships among a number of measurable entities. The underlying assumption of factor analysis is that there exists a number of unobserved latent variables (or "factors") that account for the correlations among observed variables, such that if the latent variables are partialled out or held constant,

the partial correlations among observed variables all become zero (UCLA, 1995, unpagged).

The data collected during the survey was found to possess a one factor solution and this means that there is only one dimension that separates people based on their perceptions and beliefs (not multi-dimensional) i.e. there is only one way that people see the propositions of the survey. This fact is an interesting point in itself as 86% of the information is captured within the one dimension (there are two other dimensions which will not be investigated further due to the percentage they represent of 4.7% and 3.1%). Figure 5 displays these results.

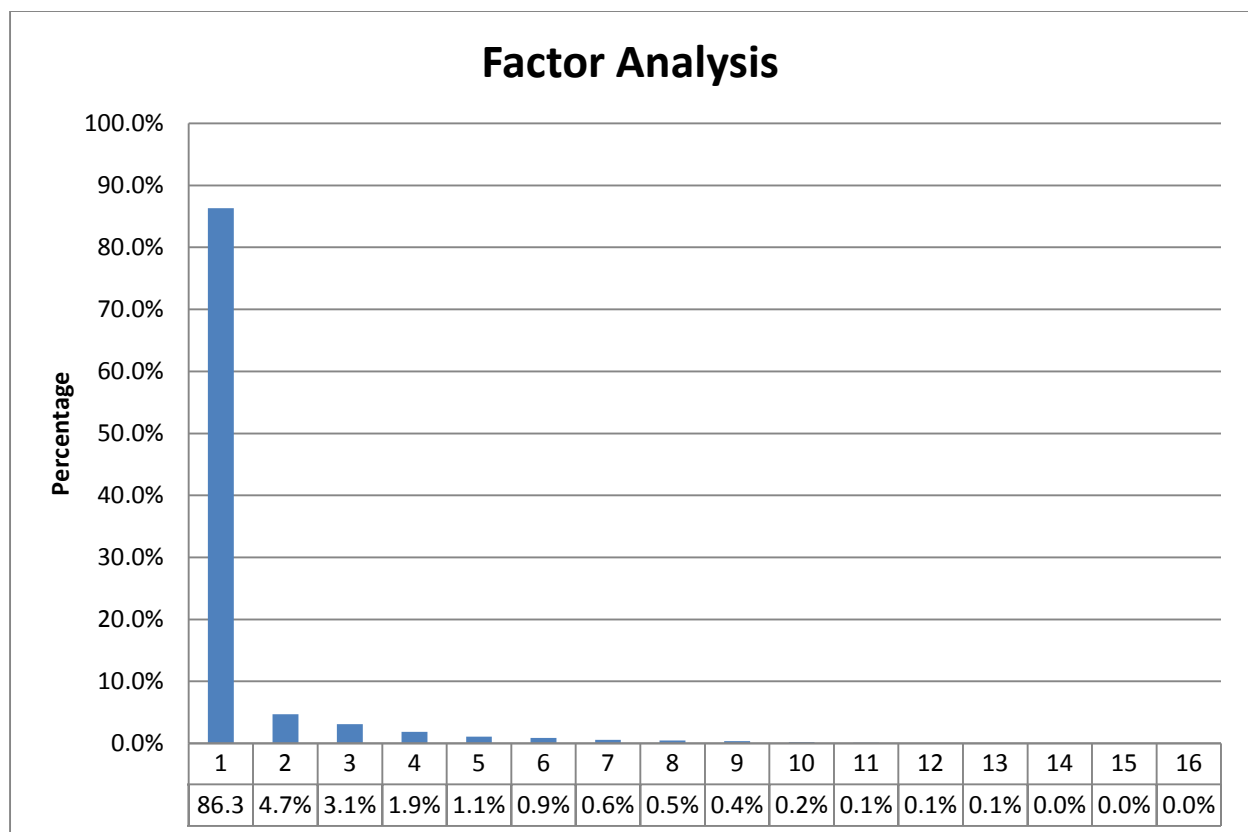


Figure 5: Eigenvalues for the Inter-Battery Factor Analysis

4.5 Overview of the survey data

The responses of the survey have been rotated for ease of analysis and they fit into a continuum where one end of the continuum is “agree” with the survey’s statement (highlighted green), and the other end of the continuum is “disagree” with the statement

(highlighted red) as displayed in Table 9. The top left half of the table consists of questions that fall under the “my perception of what is happening” category while the second half of the table consists of questions that fall under the “my personal experience”.

Table 9: Survey questions and dichotomy orientation (i.e. fairness continuum)

MY PERCEPTION OF WHAT IS HAPPENING	
Talking in a language I do not understand in a meeting	0.33
Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	0.31
Share work information amongst themselves and exclude me	0.35
Make no effort to pronounce a Black name correctly	0.26
Give a Black employee a nickname instead of learning their name	0.25
Making derogatory comments and jokes about themes Black Managers care about	0.28
Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers	0.36
Black Managers treat all employees the same	0.04
White Managers treat all employees the same	-0.23
Black Managers treat White Managers as they would any other peer	-0.11
White Managers treat Black Managers as they would any other peer	-0.30
Black Managers get along with each other more than they get along with White Managers	0.09
White Managers get along with each other more than they get along with Black Managers	0.17
Black Managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	0.29
White Managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	-0.10
White Managers exhibit behaviours that are inclusive to Black Managers (please elaborate below)	-0.21

MY PERSONAL EXPERIENCE	
I look forward to team lunches/drinks/team activities	-0.33
I feel pressured to take part in drinks/lunch/team outings	0.34
I need to change the way I behave and conduct myself to fit into my team	0.15
I feel that I am part of my team and not an outsider	-0.33
Talking in a language I do not understand in a meeting	0.23
Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)	0.22
Sharing work information amongst themselves and exclude me	0.25
Make no effort to pronounce my name correctly	0.33
Give me a nickname instead of learning my name	0.23
Making derogatory comments and jokes about themes I care about	0.20
Give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers	0.19
I feel White Managers are unaware of their behaviours that are perceived as rude by Black Managers	-0.12
I feel White Managers do know the behaviours that are perceived as rude by Black Managers	0.16
I am committed to my organisation	-0.08
My organisation is committed to me	-0.19
My input in a meeting is often met with silence when a supportive response would normally be expected	0.30
The input of a White peer in a meeting is often met with silence when a supportive response would normally be expected	0.10
My team thinks I act too Black(please elaborate)	0.24

From the above table the researcher notices that there is a polarisation of view of the organisation from very equitable to prejudiced and biased. This continuum will be referred to again to identify a particular respondents' inclination about the work environment. This inclination will be referred to as the "fairness continuum". This term has been coined because fairness is a social rather than a psychometric concept and its definition depends on what an individual considers to be fair (SOIP, 2016). This has some merit for this type of research where the participants of the research can only

respond in a subjective way to the queries put forward based on their personal experience or on their perception of what is happening. Due to the nature of fairness, its “real definition” then is in the eye of the beholder and is influenced by who they are (i.e. background, gender, race, sexual preference etc.) and has the potential of being as diverse as the workforce in corporate South Africa. The Society for Industrial and Organisational Psychology (SOIP, 2016) provides four possible meanings of fairness that have been adapted for this research:

- **Requiring equal group outcomes:** all individuals within the workplace require the same outcome when the same actions are taken by different individuals; the workplace should not change the rules or the measuring sticking used depending on who the actor is.
- **Equitable treatment of all individuals:** all individuals within the workplace require the exact same treatment without any display of favouritism or preferential treatment.
- **Individuals have a comparable opportunity to learn the subject matter:** all individuals within the workplace require an opportunity to learn the subject matter and not be denied access to the subject matter due to who they are.
- **Lack of predictive bias:** the workplace should not display or practise any bias (real or perceived) that can be foretold/predicted without transparent explanation or rationale; the “cause and effect” should as far as possible be distinguishable.

The data collected appears to have very good face validity because the perceptions of the work environment (that of being biased and prejudiced) are in line with the personal experiences of question 4 (I look forward to team lunches/drinks/team activities) and question 7 (I feel that I am part of my team and not an outsider). The responses to questions 8.1 to 8.6 (“If the following is done by white managers within my organisation, I find it offensive...”) also lend themselves to good face validity of the data as the respondents who would agree to the survey statements (i.e. experiencing prejudice at the work place) do not agree with the statement of question 4 and question 7 (that the work environment is positive and equitable). The responses to questions 16.1 to 16.7

(“White managers do the following in my organisation...”) display that the working environment is perceived by the managers to be prejudiced.

4.6 Summary of the presentation of the results

In this chapter the results of the research were presented. The frequency of the different responses across the full 5-point Likert scale was captured in

Table 3: Full survey frequency- My personal experience and Table 4: Full survey frequency- My perception of what is happening and the tables displayed that the respondents did not have a particular preference (i.e. mostly agree or mostly disagree) on the responses and their view was spread across all the 5 points of the Likert scale. To enable easier readability,

Table 5 and Table 6 showed summarised tables with responses summed up under the three classifications agree, disagree or neutral instead of the full 5-point Likert scale. From the tables it was observed that respondents agreed with 17 out of all the questions and disagreed with 15. Five of the questions in the survey received the highest percentage of agreement while two received the highest percentage of disagreement. Table 7 depicts the values for the category “my personal experience”.

Table 7: Mean and standard deviation- My personal experience and Table 8: Mean and standard deviation- My perception of what is happening displayed the mean and standard deviation of the responses from the respondents. From the same tables there was no category between the two defined that has a consistently high or consistently low mean or standard deviation. A factor analysis was run on the data and in concluding the chapter the data was presented along the fairness continuum.

CHAPTER 5. DISCUSSION OF THE RESEARCH RESULTS

In this chapter of the report, the results of the research that was conducted and how they pertain to the propositions put forward for the research will be discussed.

5.1 Introduction

The results of the research have been analysed and in the following sections the analyses that was conducted will be discussed. The initial research propositions will be discussed together with how the results of the survey impact on them.

5.2 Results of the research survey

In the previous chapter, section 4.5, the fairness continuum was discussed and a comprehensive table that displayed the factor loading was presented. Table 10 shows a summarised version of Table 9 for purposes of easy referencing during the discussions in this chapter.

Table 10: Factor loadings

FACTOR LOADINGS	
POSITIVE	
My personal experience	My perception of what is happening
I feel pressured to take part in drinks/lunch/team outings	Talking in a language I do not understand in a meeting
Talking in a language I do not understand in a meeting	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)
Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)	Share work information amongst themselves and exclude me
Sharing work information amongst themselves and exclude me	Make no effort to pronounce a Black name correctly
Make no effort to pronounce my name correctly	Give a Black employee a nickname instead of learning their name
Give me a nickname instead of learning my name	Making derogatory comments and jokes about themes Black Managers care about

Making derogatory comments and jokes about themes I care about

Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers

My input in a meeting is often met with silence when a supportive response would normally be expected

Black Managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement

My team thinks I act too Black(please elaborate)

NEGATIVE

My personal experience

My perception of what is happening

I look forward to team lunches/drinks/team activities

White Managers treat all employees the same

I feel that I am part of my team and not an outsider

White Managers treat Black Managers as they would any other peer

White Managers exhibit behaviours that are inclusive to Black Managers (please elaborate below)

5.2.1 Connection between gender and score along fairness continuum

The researcher made use of T- tests for the purpose of comparing two groups of data (Lee, 2015). The first group of data was the respondents' scores along the fairness continuum. The second group of data is the gender of all the respondents. The purpose of this test is to establish if there is any association or inclination between the two genders and where they are placed along the fairness continuum. The null hypothesis states that there is no association or inclination between gender and the score. The confidence level for the difference between the two means in the result will inform us whether or not to reject the hypothesis. An interval that falls entirely above or below zero suggests that the means are significantly different from each other (Lee, 2015).

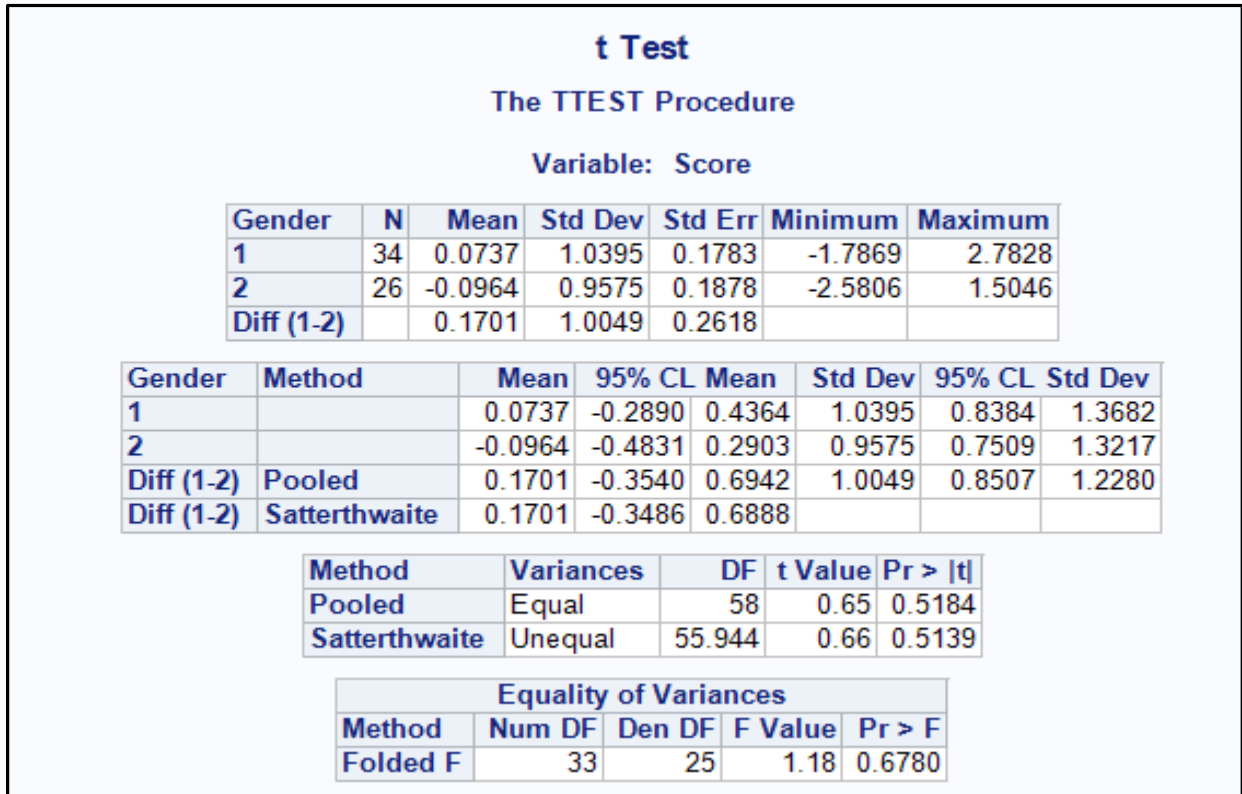


Figure 6: T-Test results

Figure 6 displays the statistical results of the T-Test that was executed on the data. The gender column represents the gender representation of the sample with males equal to 1 and females equal to 2; this column specifies the group for which the statistics are computed. For each class the sample size (N), mean, standard deviation, standard error and the maximum and minimum values are displayed in the corresponding rows. The second table depicts the confidence bounds of the collected survey data. A group test statistic for the equality of means is reported for both equal and unequal variances in the third table in the diagram. Both tests indicate a lack of evidence for a significant difference between males and females (for the pooled test $t = 0.65$ and $p = 0.5184$, and for the Satterthwaite test, $t = 0.66$ and $p = 0.5139$). The Equality of Variances test does not indicate a significant difference in the two variances ($F = 1.18$ and $p = 0.6780$). This test assumes that the observations in both data sets are normally distributed. The two-sample T-test shows us that there is no significant difference between males and females. The high P value can be interpreted as the data displays almost identical

distribution. In summary: males and females do not hold a different view of the work environment.

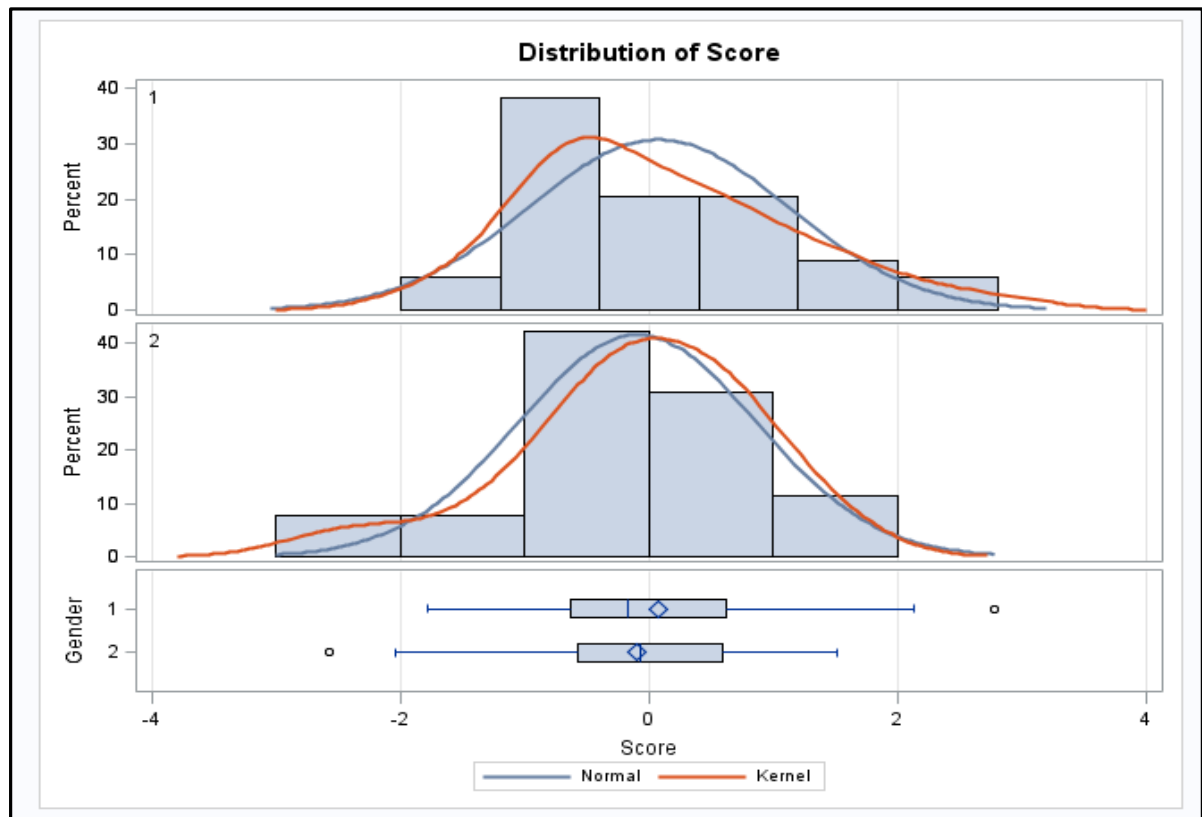


Figure 7: Distribution of score

Figure 7 displays the histogram with overlaid normal and kernel densities, a box plot and the 95% confidence interval for the mean. From the diagram the slightly skewed normal distribution of the histogram supports the fact that the data is sufficiently random and unique.

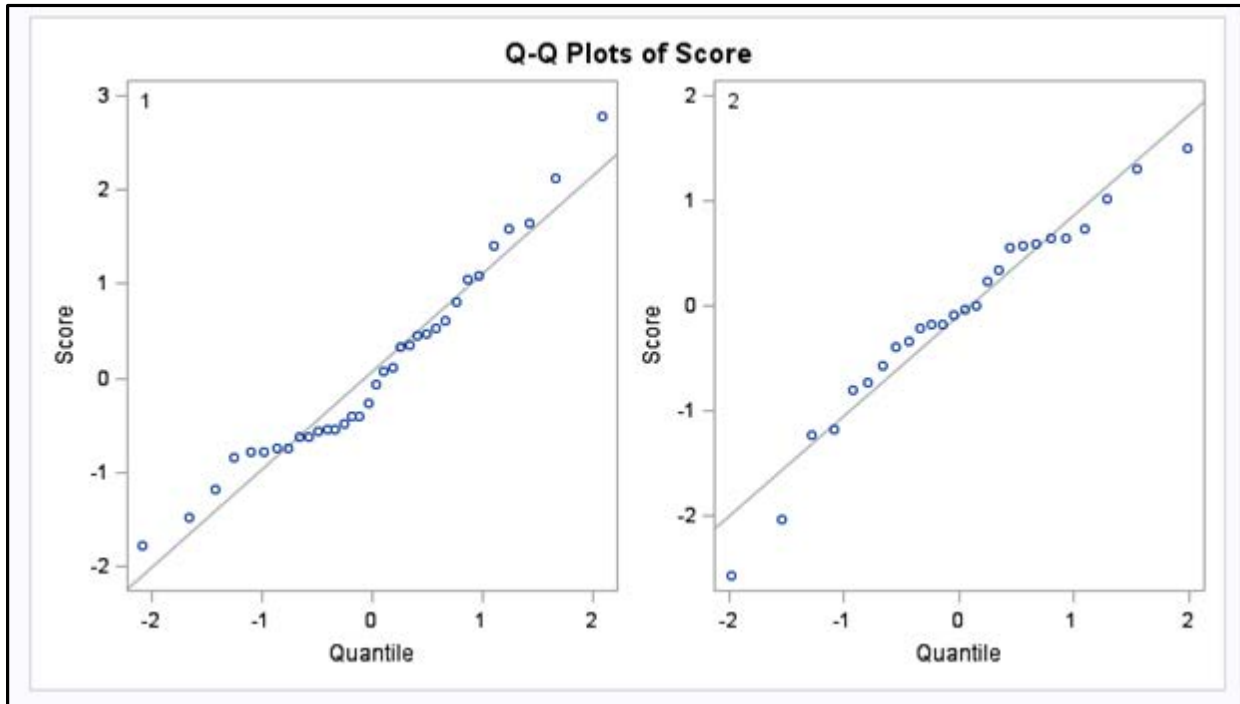


Figure 8: Q-Q plots of score

Figure 8 assesses the normality assumption. The tight grouping of the different points around the diagonal line is consistent with the normality assumption.

5.2.2 Connection between tenure and score along fairness continuum

An investigation was conducted to identify if there is a pattern of association between different factors identified in the survey. In this section the researcher will discuss the comparison between the score with the respondents' tenure. The investigation was done using linear association as the data was continuous (or ordinal data) and as such a Spearman's correlation was used to identify the relationship between ordinal variables (Lee, 2015). In this investigation the aim was to identify if a positive linearity or a negative linearity exists. A positive linearity exists in a situation when one variable is high and the other variable also tends to be high; while negative linearity occurs when the first variable is high and the second variable tends to be low (Lee, 2015). The correlation coefficient will assist in indicating the strength of the linear association.

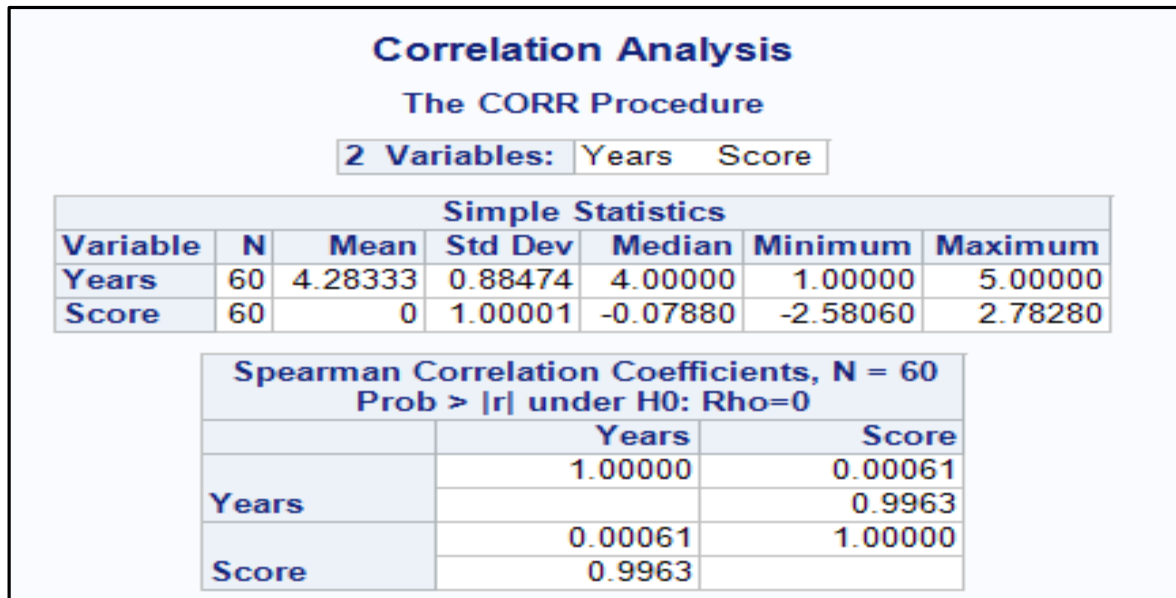


Figure 9: Correlation analysis results: tenure and score

From Figure 9, the correlation score of 0.00061 shows that there is no evidence of association between the tenure of the respondent and where they exist in the fairness continuum which is represented by the Score. The purpose of the test was to view if there is a change in perception as the years go by and the tests show that the respondents' perception of the work environment does not change as the years go by.

5.2.3 Connection between management level and score along fairness continuum

A similar investigation to the one above was conducted again, this time to identify if there is a pattern of association between different factors identified in the survey. In this section the researcher will discuss the comparison between the score with the respondents' management level.

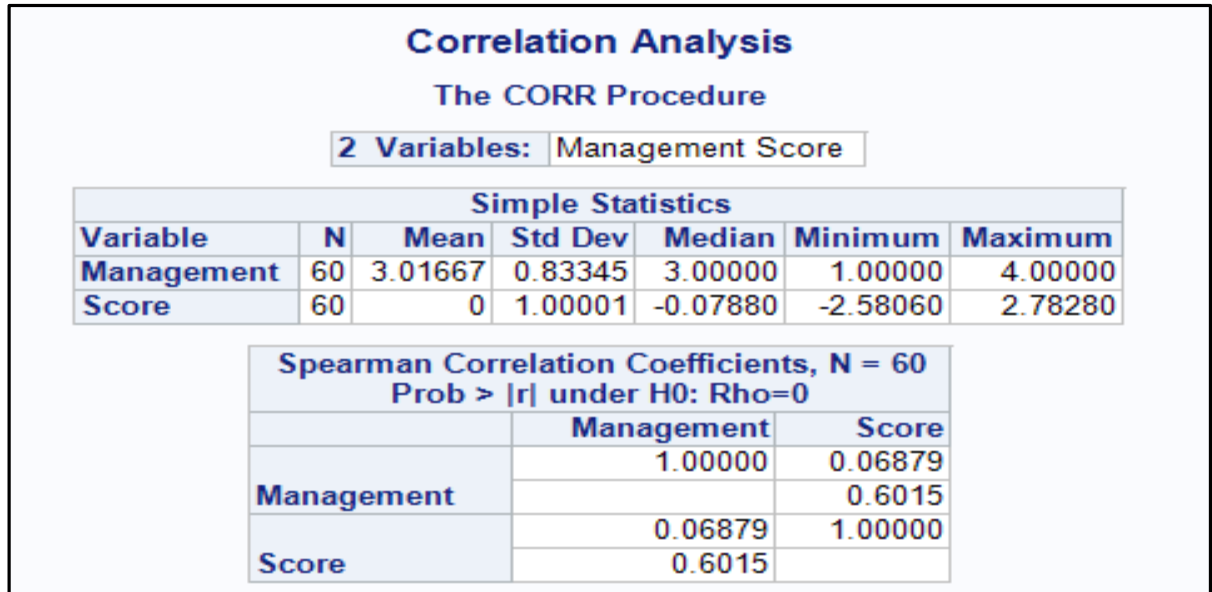


Figure 10: Correlation analysis results: management level and score

Figure 10, the correlation score of 0.06879 shows that there is no evidence of association between the management level of the correspondence and where they exist in the fairness continuum which is represented by the Score. From this test it can be seen that the perception of the work environment does not change as the respondents move up along the management level. It would be fair to state that this perception is consistent irrespective of the management level across the organisation. There are individuals within the workplace who view it as equitable, and there is also a number who do not share this view. .

5.3 Results pertaining to the propositions

The purpose of this research is to establish the acculturation pressures faced by black managers in ICT organisations in South Africa and how they influence their integration into teams at work and their commitment to an organisation. The research was based on both male and female managers in the ICT industry. In this section of the report, the responses of the survey will be discussed in order to explore how they pertain to the research propositions.

5.3.1 Results pertaining to black managers and acculturation pressure

In the literature review section of this report, the origin of the term acculturation was identified as that usually associated with immigrants as they make adjustments to the new life in a new geographic area (see chapter 2, section 2.3 Acculturation). Berry (1997) developed a scheme that displayed the relationship between the desires to make contact with the receiving culture while also retaining the individual's heritage culture and these were categorised into assimilation, separation, integration and marginalisation. The researcher extended these definitions to the workplace by defining the receiving culture as the mostly Western culture that exists and is adhered to in ICT organisations in South Africa while the heritage culture is the Black culture that individuals are raised with and that they still adhere to outside of the office and in their homes.

In the survey that was distributed for this research, the respondents were asked questions to identify the pressures that they experienced to acculturate into their workplace. The questions in the survey were broken into "my personal experience" (as captured in questions 4 to 15) as well as "my perception of what is happening" (as captured in questions 16 to 27). From the responses of the survey, the researcher notices that there is a polarisation of how the organisation is viewed ranging from a very equitable to a prejudiced and biased view of the organisation.

A significant number of respondents (70%) agree with the question "I look forward to team lunches/drinks/team activities". This means that black managers within ICT organisations look forward to these team socials. These responses can be interpreted to mean that the respondents do not seem to associate team lunches with acculturation pressures and in fact welcome these team activities. This point is supported by the 70% of the respondents who disagree with the statement "I feel pressured to take part in drinks/lunch/team outings". It is possible that the response could be interpreted to mean that black managers have integrated into the company culture and have adopted some of the receiving culture's habits during office hours. It could also mean another possibility where the team looks forward to team activities however team integration is not taking place. This could result in a situation where team activities are welcome, however the

team ends up breaking into separate groups and no social capital is built and there is limited group interaction unless it is “forced”. This would result in both black and white managers socialising with other managers that are similar to them resulting in the status quo being maintained even though it would be beneficial for the organisation and its staff members and the industry as a whole if it would change. This is closely linked with a conclusion drawn by van Osch & Breugelmans that “perceived intergroup difference may be an important organiser of intergroup relations in culturally diverse societies” (van Osch & Breugelmans, 2012, p801) From the T-tests that were undertaken, the results displayed that this view is shared both my males and females in the research sample.

This issue is linked to the point regarding group cohesiveness. As stated in the literature review, high mutual attraction might lead to levels of trust therefore the group finds it easier to share ideas and concerns and tend to also be more committed to the task at hand and the goal that is being pursued (Forbes and Milliken, 1999). Simply put, the more time individuals spend together, the group gets along better and the trust levels increase. This is almost in line with the research done by van Osch & Breugelmans (2012) which found that minority groups that were perceived as being more different were stereotyped as less warm and competent. The concern that exists is that should a white manager need a particular activity to be done, they will request the assistance of someone they know, spend time with and trust and therefore white managers will seem to both share subject matter work with their white counterparts and also white managers will seem to exclude black managers from the real (non-administrative) work that needs to be done within the organisation. This concern seems to have some merit as 73% of the respondents agree with the following statement that they find it offensive if white managers “give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers”.

Another question that addresses acculturation pressures and group cohesiveness within the workplace is the question “I need to change the way I behave and conduct myself to fit into my team”. The researcher found that a number of respondents (53%) disagreed with this statement. A similar response was observed when 63% of the respondents

disagreed with the statement “my team thinks I act too black”. This is an important point as everyone within an organisation needs to feel that their identity is welcome and accepted as is and will not be forced to change. An organisation will never get the best from its black managers if they feel that their true identity and realities are “out of place” in the workplace. This can cause issues because pressures and policies for acculturation from the majority, even when these are well intentioned, aim, by definition, to reduce the distinctiveness of the minority group’s identity (Berry, 1997; Hornsey & Hogg, 2000). In the context of this research, this may cause the black manager to react to such stressful receiving contexts by withdrawing from the larger society altogether and interacting largely with other members of their ethnic group, or with members of other minority groups (Roysircar-Sodowsky & Maestas, 2000 cited in Schwartz, 2014). From the responses, it would seem that the work environment is seen to be accommodating to Black managers. The question “I feel that I am part of my team and not an outsider” was agreed with by a large number of respondents (78%). This again lends itself to the point raised above that the work environments seems to be accommodating of differences.

From the evidence presented above in the statistical analysis as well as the supporting literature, there is evidence to contradict the proposition that Black managers in the ICT industry in South Africa do feel the pressure to acculturate to the white Western culture in their workplace.

5.3.2 Results pertaining to white managers practises and behaviours

In the literature review, diversity was defined extensively. Thomas defined managing diversity as “a comprehensive management process for developing an environment that works for all employees” (Thomas, 1991, p10) for the sole intention of getting the exact same productivity from this diverse work force that we used to from a homogenous work force or even higher productivity than a homogenous work force. One of the statements that Thomas made is the fact that diversity management is closely linked to corporate culture. This can be closely associated with the assumptions that are unconscious and unexamined that define and drive the culture of the organisation. As a result, all the

questions that pertain to this second proposition (as can be seen in the appendix) all refer to the culture of the organisation. Questions 8.1 to 8.7 (“If the following is done by white managers within my organisation, I find it offensive”) speak to the respondent’s personal experience of the organisational culture while questions 16.1 to 16.7 (“White Managers do the following in my organisation...”) speak to how the organisation is perceived by the respondents. These two sets of questions are very important because they address a hypothetical “if” situation but also support that with a “this is what I perceive is happening within my organisation”. This assists in balancing the analysis because it firstly tests how any individual would feel if a particular behaviour is experienced first-hand, together with checking if that same behaviour is taking place within the organisation. From the responses, there is a significant majority of the respondents that agree with all statements in questions 8.1 to 8.7. This means that there is a large number of black managers who are offended by actions or behaviours of white managers within the work place.

A similar view of the work environment is described from both personal experiences and from perceptions of what is happening within the work environment. This is visible from the responses to the questions 16.1 to 16.7 as a large number of the respondents also agreed with the statements. The responses to questions 16.3 and 16.4 are the two that are very slightly different to the overwhelming responses; and only offer a very small percentage difference.

It seems that black managers do not get the same amount of support or encouragement in meetings as compared to their white peers. This is supported by the responses to the two questions “My input in a meeting is often met with silence when a supportive response would normally be expected” as well as “The input of a white peer in a meeting is often met with silence when a supportive response would normally be expected”. This point resonates with a point raised by Luhabe (2002) where discrimination was experienced due to support being withheld. As mentioned in the literature review, this has consequences because the individual could end up feeling that they are not part of the organisation, they stop participating and the commitment level to the organisation is

minimised. According to Rijamampianina, this is due to the fact that “the motivation process is one which employees consciously align themselves with the vision, goals and direction of the company. After testing these they accept them as valid and begin to generate the emotional commitment needed to produce outputs of benefit to the company“(Luhabe, 2002, p113).

There is a significant probability that career progression will also be stunted if 73% of the respondents feel that white managers give black managers administrative responsibilities and assign subject matter responsibilities to non-black peers. This minimises the black manager’s exposure to the skills necessary for upwards mobility within the organisation (Aziz, 2014) resulting in insidious trauma, that is “chronic events linked to the social structure and institutionalized and ubiquitous forms of oppression experienced in daily life” (Aziz, 2014, p16). This is an issue of concern resulting in Luhabe commenting that, if there is no participation, then commitment levels will be low (Luhabe, 2002). A particular respondent, who will be referred to as R_68 commented and stated that “Most blacks hold jobs that have lots of reporting to generate daily with SLA's and the white people don't have morning SLA which gives them flexibility...”.

The works of Hofstede’s cultural dimensions theory (Hofstede, 2015) were not referred to extensively in this research because his classification of South Africa as a country is high level and does not take into consideration the different ethnicities (and their behaviours and practises) within South Africa. This is evident with the responses to the questions “Black Managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement” as well as “White Managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement”. The respondents viewed the same action in different terms depending on who the doer was, showing that they agree that white managers and black managers exhibit different behaviours when faced with the same scenario. However, with the above observations, the results to the two questions “White managers exhibit behaviours that are inclusive to black managers” as well as “White managers exhibit

behaviours that are isolating to black managers” show another side to the respondents. For both questions, the respondents were “neutral” and did not generalise about the behaviours of white managers, yet when they are asked about a specific behaviour/action they could make a clear decision of agree or disagree.

This observation lends a new dimension to Alleyne (2004)’s work. Alleyne (2004) undertook a workplace study on work place conflict and her general findings indicated that although workplace oppression for black people was not overtly about race and cultural differences, conflict was frequently initiated by subtle comments and behaviours that targeted aspects of the individual’s race or cultural identity. These subtle comments and behaviours were explicitly referred to in questions 8.1 to 8.7 (“If the following is done by White managers within my organisation, I find it offensive...”) and again questions 16.1 to 16.7 (“White Managers do the following in my organisation...”). Caver and Livers (2002) identified similar practises and behaviours that are exhibited daily by white managers in the workplace and the impact they had on the general well-being and the feelings they invoked in black managers.

From the evidence presented above in the statistical analysis as well as the supporting literature, there is evidence to support the proposition that white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers

5.3.3 Results pertaining to team integration and commitment to the organisation

One of the main obstacles that is standing between South Africa and the fulfilment of its potential as a nation is the lack of social capital, the subtle and relational glue that binds a society (Smit, 2014). Corporate South Africa will never get the best out of its black managers if they are not fully committed to the organisation and feel wholly that they are part of the team and they are accepted as they are and there are four points that usually work against inclusivity in many organisations (Riordan, 2014):

- People gravitate toward people like them
- Subtle biases persist and lead to exclusion
- Out-group employees sometimes try to conform
- Employees from the majority group put up resistance

This proposition brings everything together as was shown by Peeters and Oerlemans (2009) that integration relates positively to well-being at work (more job satisfaction, more organizational commitment, less cynicism, and more self-efficacy), whereas marginalization relates negatively to well-being at work, especially for ethnic minority managers. This point is supported by Kim, Sangalang & Kihl (2012) where their research results showed that highly acculturated immigrants who also have high social network support exhibit lower levels of depression compared to those who, even though they were highly acculturated but had low social network support. This is why the questions in this proposition also impact on the other propositions (as per the appendix). It is the responsibility of corporate South Africa to make changes to their corporate culture and identity so that it truly reflects all its staff members, and as Thomas made reference to the point that the house must accommodate both elephant and giraffe (Thomas and Woodruff, 1999).

Almost two thirds of the respondents (63%) disagreed with the statement that “my team thinks I act too black”. It is interesting to note that when R_6, one of the respondents, corrects a white colleague so that they may pronounce the black manager’s name correctly, this too is viewed as “acting too black”. The same question received the following elaboration from one of the respondents, R_46, “I chop and trim myself and values in order to fit in i.e. no chance for my team to have an opinion about my Blackness”. This shows that there is a need to change mind-sets in corporate South Africa so that “white men are as odd or normal as anyone else” (Thomas, 1990, p109). Once this has occurred then a larger number, more than the current 53% of respondents, might disagree with the statement “I need to change the way I behave and conduct myself to fit into my team”. Corporate South Africa must attempt to minimise the need for an individual to manage their self-presentation and cultural displays to ensure that they communicate competence, character and commitment in the workplace (Aziz, 2014).

The researcher found a significant 78% of respondents feeling that they are part of the team, this lends itself to the fact raised earlier that there are respondents that feel that their work environment is equitable. The responses to the questions “I feel White managers are unaware of their behaviours that are perceived as rude by Black managers” (48% disagree) and “I feel White managers do know the behaviours that are perceived as rude by Black managers” (67% agree) also provided some useful insights as the respondents seem to believe that white managers are aware of their behaviours, and this 48% and 67% respectively suggests an intentional or even malicious behaviour. This may also lend itself as to why one of the respondents, R_9, commented that white managers send “mails with info in Afrikaans” even though the business language in South Africa is English.

The commitment levels between the organisation and the respondents do not seem to be reciprocal as 87% of the respondents feel committed to their organisation while only 35% feel the organisation is committed to the respondent. The researcher notes that there is a lack of consistent treatment amongst the different employees, and this is visible from the result to the question that 43% of the respondents feel that “Black managers treat all employees the same” while 65% of the respondents feel that “white managers treat all employees the same”. This shows that over 20% of the respondents feel that the treatment from the employees is different.

There is a noteworthy difference between these results and the results that 37% of the respondents feel “Black managers treat White managers as they would any other peer” and 35% of the respondents respond neutral to this statement. This is different to the 55% of the respondents who disagree with the statement “White managers treat Black managers as they would any other peer” while 32% remained neutral to this statement. A substantial 78% of respondents feel that “White managers get along with each other more than they get along with Black managers” while 62% feel that “Black managers get along with each other more than they get along with White managers”. Black managers have also been faulted by the respondents for instance, R_4, commented that “There is this thing of Black man you are alone. Whites managers support one another.” The black

manager is faulted by the respondent for being unsupportive of each other and this raises the point raised by Alleyne (2004) about the challenges of the internal oppressor as well as the point raised by Luhabe (2002) that cream does not in fact rise to the top because the “cream” that rises is actually pulled or pushed to the top by an informal system of mentoring and sponsorships. This is raised again indirectly by a comment from one of the respondents, R_8, with the comment that “White managers always feel that they know better than black managers simply because they have the advantage of getting the information about what is going on in the organization before black managers do. That result to black people also feeling that white managers are better than them.” As much as there is an external oppressor (whether intentional or not) but there is also an internal oppressor and as Biko stated that for all South Africans, it is difficult to escape the deep and twisted conditioning they received during the years of colonialism and apartheid (Biko 1996).

From the evidence presented above in the statistical analysis as well as the supporting literature, there is evidence to support the proposition that the practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation.

5.4 Conclusion

The research that was undertaken together with the supporting literature review has shown that there is significant evidence that supports two of the three propositions that were defined in this research. This was statistically demonstrated through the detailed analysis that occurred for each relevant question with the support of the relevant literature. Due to this evidence, two of the three propositions can be reasonably accepted.

Overall the research identified that there were respondents that felt that the organisation is very equitable while there was a noteworthy number of respondents who viewed the organisation as prejudiced and biased. In the analysis performed it was shown that this

perception is experienced by both males and females and there is no gender that is more strongly inclined than the other. These results were also observed for respondents in different management levels as well as those that have different tenures within the ICT industry.

From the analysis, it is fair to conclude that black managers in the ICT industry in South Africa do not overtly feel the pressure to acculturate to the white Western culture in their workplace. This is an important point as it suggests that an individual can be who they are and not feel the pressure to take on a persona / culture that is foreign to them.

The research has supported the proposition that white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers. Without constant interaction, white managers will not receive black managers' feedback (and vice versa), about practises and behaviours discussed by Caver and Livers (2002) that are exhibited and are viewed as either inclusive or isolating.

The above propositions tie up with the third and final proposition that the practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation. Luhabe (2002) sums up the results presented in this chapter of the research when she states that "effective interaction processes build understanding about similarities and differences between employees. They allow employees to understand the significance of an event as it appears to their colleagues and not as they perceive it" (Luhabe, 2002, p126).

CHAPTER 6. CONCLUSION AND RECOMMENDATIONS

In this last chapter of the research report, the final conclusions drawn from the research will be discussed. Recommendations are given for both organisations in the ICT industry as well as the black and white managers that work within the industry. The chapter is concluded by suggestions for further research that may be conducted within this field to add to the body of knowledge.

6.1 Introduction

The researcher set out to establish the acculturation pressures faced by black managers in ICT organisations in South Africa and how they influence their integration into teams at work and their commitment to an organisation.

6.2 Conclusions drawn from the study

With the increasing number of black ICT graduates joining the job market (Harris, 2012), as well as the high levels of unemployment in South Africa, especially structural unemployment (Kirk, 2011), it is extremely important for all the individuals in the job market to wholly participate in their organisations and build the necessary competence and skills. This is even more important in the economic climate that SA is currently facing, where rates of economic growth have slowed down (Manala, 2015). This has cascading consequences that impact SA's entire citizenry, and as such these challenges need to be faced urgently and resolved. This is why it is important to increase authentic interaction amongst diverse individuals within ICT organisations as this will encourage employees to consciously align themselves with the vision, goals and direction of the company and increase their commitment to the organisation (Rijamampianina, 1999). As stated by Landman, solving inequality and other challenges demands high levels of social capital from SA (Smit, 2014).

The literature review that was undertaken for this research report has described the culture of an organisation as the roots of a tree which are underground and are not visible; but have a significant effect because they give rise to the visible part of the tree (Thomas, 1991). The literature went on to highlight the importance of an organisational culture that is accommodating of both the elephant and the giraffe (Thomas and Woodruff, 1999). This accommodating culture needs to be aware that white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers and only through regular interaction, as well as the belief that an individual's view will be recognised can there be progressive feedback between the two managers. This will assist in the integration of black managers into the team and commitment to the organisation.

Our analysis suggests that within Berry's acculturation model, the ICT industry has created an environment where either assimilation or integration has taken place. The research suggests that the diminished or lack of pressure could encourage the black manager to not withdraw from the larger society altogether and interact largely with other members of their ethnic group, or with members of other minority groups (Roysircar-Sodowsky & Maestas, 2000 cited in Schwartz, 2014) and this could create an opportunity for social capital to be fostered. This accommodating environment could aid in creating opportunities for information sharing and networking with other colleagues or superiors to enable upward mobility. However, the remedy may not be easy as that because "cultural identities are always in process, always embedded in particular historical, social, and political contexts, and always have the potential to change and transform" (Howarth et al., 2014, p82) however, the search for it is very important as social capital will not be built if this continues to occur.

When 24 global CEO's were interviewed and asked the single barrier that prevented women from upwards mobility within an organisation, a large number agreed that it was exclusion from networks and conversations that open doors for further development and promotion (a term referred to as "social cliqueness" by one of the CEO's) (Groysberg & Connolly, 2013, unpagged). This displays yet again the value that is associated with social

capital and the need for everyone to be connected within this network. However as identified earlier in the literature review and noted by another CEO in this study “the men come out of a meeting, hang out with each other, and then go out at night for drinks. It’s subtle discrimination, and it’s difficult to work around” (Groysberg & Connolly, 2013, unpagged).

From the literature review, statistical analysis and discussion, it was shown by the researcher that there is evidence to support two of the three research propositions and these findings have been summarised below.

6.2.1 Proposition 1: Black managers and acculturation pressure

The analysis of the themes which are associated with this proposition (i.e. acculturation, diversity, affirmative action and employment equity) show that there is a polarisation of how the organisation is viewed ranging from a very equitable to a prejudiced and biased view of the organisation, referred to as the fairness continuum. A large number of the respondents looked forward to team activities and did not feel pressured to partake in these team activities. This view is shared by both males and females in the research sample. There is however an even larger number of respondents who feel that white managers give administrative responsibilities to black managers while assigning subject matter responsibilities to non-black peers therefore casting a shadow of doubt over the socialising and participation during the team socials as high mutual attraction might lead to levels of trust therefore the group finds it easier to share ideas and concerns and tend to also be more committed to the task at hand and the goal that is being pursued (Forbes and Milliken, 1999). With a little more than half of the respondents stating that they do not need to change the way they behave and conduct themselves to fit into their team as well as stating that their teams do not think that they act too black, there is evidence to contradict the proposition that Black managers in the ICT industry in South Africa feel the pressure to acculturate to the white Western culture in their workplace.

6.2.2 Proposition 2: White managers practises and behaviours

The analysis of the themes which are associated with this proposition (i.e. practises and behaviours, discrimination) refers largely to the culture of the organisation where a large number of black managers are offended by actions or behaviours of white managers within the work place. A similar view of the work environment is described from both personal experiences and from perceptions of what is happening within the work environment. From the research, the respondents viewed the same action in different terms depending on who the doer was, showing that they agree that white managers and black managers exhibit different behaviours when faced with the same scenario. This shows that there is evidence to support the proposition that white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers

6.2.3 Proposition 3: Team integration and commitment to the organisation

The analysis of the themes which are associated with this proposition (i.e. group cohesiveness, group productivity, psychological contract and commitment levels) bring the other two propositions together as was shown by Peeters and Oerlemans (2009) that integration relates positively to well-being at work (more job satisfaction, more organizational commitment, less cynicism, and more self-efficacy), whereas marginalization relates negatively to well-being at work, especially for ethnic minority managers. The research and analysis shows that there is a need to change mind-sets in corporate South Africa so that “white men are as odd or normal as anyone else” (Thomas, 1990, p109). The commitment levels between the organisation and the respondents do not seem to be reciprocal with respondents being greatly committed to their organisation and yet a very small number feel that the organisation is committed to them. This provides evidence to support the proposition that the practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation.

To conclude this section, the findings of the report support the point that there is a need to change mind-sets in corporate South Africa and that in order to generate emotional commitment needed to produce outputs to the benefit of the company, the employees need to first align themselves, test, then accept as valid the vision, goals and direction of the company (Luhabe, 2002). The research in this paper has been able to support the idea that black managers in the ICT industry in SA may not seem to be under pressure to acculturate however, from the results of the research, there is a need for effective interaction to build trust and share ideas and tasks at hand as well as highlight the practises and behaviours that are perceived as inclusive or isolating by black managers to better understand their impact on black managers and their integration into the team and commitment to the organisation. There is also a great need for management to not see diversity as a once-off initiative, after which they hand it over others, it needs to be a personal mission for each individual in management. It would be beneficial if management viewed diversity in two-folds: as a business imperative because companies need it to stay competitive and secondly they believe that it is a moral imperative because of their own personal experiences and values (Groysberg & Connolly, 2013).

6.3 Recommendations

Diversity does not only involve how people perceive themselves, but how they perceive others and these perceptions affect their interactions. Business leaders send a clear and powerful message when they demonstrate a commitment to diversity and inclusion that goes beyond rhetoric (Groysberg & Connolly, 2013). The literature reviewed has pointed out the important role that company culture plays on leading diversity (e.g. Thomas, 1990) and how important it is for everyone, not just management, to understand the role they play in cultivating the company culture because “managing diversity is not about managing them, out there; it is all about managing me, in here” Human (1996 cited in Maier, 2002, p5). Considering the results of this research, the following recommendations for both the organisations in the industry and the black managers within the industry are put forward:

6.3.1 Recommendations to organisations and the ICT industry

The recommendations that follow are based on the analysis of the responses sourced using the online survey. These recommendations can be taken into consideration by all organisations within the ICT industry as noted within the research:

- Management, and specifically white management, needs to increase their awareness of the organisational culture within their organisations. This means deliberate and regular conversations with many different individuals within the organisation so that they are able to get wide and varied views. This was discussed by Thomas (1991) where he identified four steps for managing diversity, that is identify the roots, assess the roots, change the roots that are hindrances and finally change the systems. This point is closely linked to another point, that of educating management. Management may exhibit and / or practise biases that are detrimental to a diverse workforce. These biases may be ingrained in them such that they are unaware of them. It is therefore important that a mirror is held up to management regularly so that they too are aware of how they contribute to the challenges.
- Organisations could clarify and distribute their definition of “talent” and ensure that individuals that are viewed by the organisation as talent are also aware. This way the subjective psychological contract moves closer to being objective and the black manager can now be aware that the organisation is committed to them.
- Organisations need to develop formal coach/coachee initiatives where the coachee is either being coached for performing their current role to the best of their abilities or else is being coached for career progression and upwards mobility. This is even more important for black managers so that they can tap into the senior management network and if they perform outstandingly, then they can experience being pushed or pulled to the top by being provided the relevant support, information and responsibilities.
- Organisations must communicate the success of black managers. This will increase the number of role models that younger managers can look up to and identify with as a successful achiever.

6.3.2 Recommendations to black managers working in the ICT industry

The recommendations that follow are based on the analysis of the responses sourced using the online survey. These recommendations can be taken into consideration by all managers within the ICT industry as noted within the research:

- Both black and white managers within the ICT industry need to make a concerted effort to engage and interact meaningfully with diverse individuals. As discussed earlier in the report, diversity is wider than just race and gender and also includes background, sexual orientation, ethnicity to name but a few. These interactions do not need to be limited to work functions and can extend to after hours and weekend activities. This increase in interaction opens the gates to increased understanding, sharing of ideas and perceptions as well as learning from each other.
- An individual's career is their responsibility and they need to actively improve themselves and expose themselves to unfamiliar situations and challenges so that they may learn more about their own capabilities. Once an individual is known within the organisation for being comfortable with growth and challenges, when new opportunities are available they are usually front of mind.
- Black managers should find a coach that will provide guidance, support and advice even if the system is not formalised within their organisation. This relationship must be clearly defined and the responsibilities of both parties clearly documented so that the interaction is goal-oriented. Once both parties fully participate in this, there is a greater likelihood that it results in the best outcomes for both individuals.

Figure 11 show a summary of the above recommendations that have been made from the research that was undertaken.

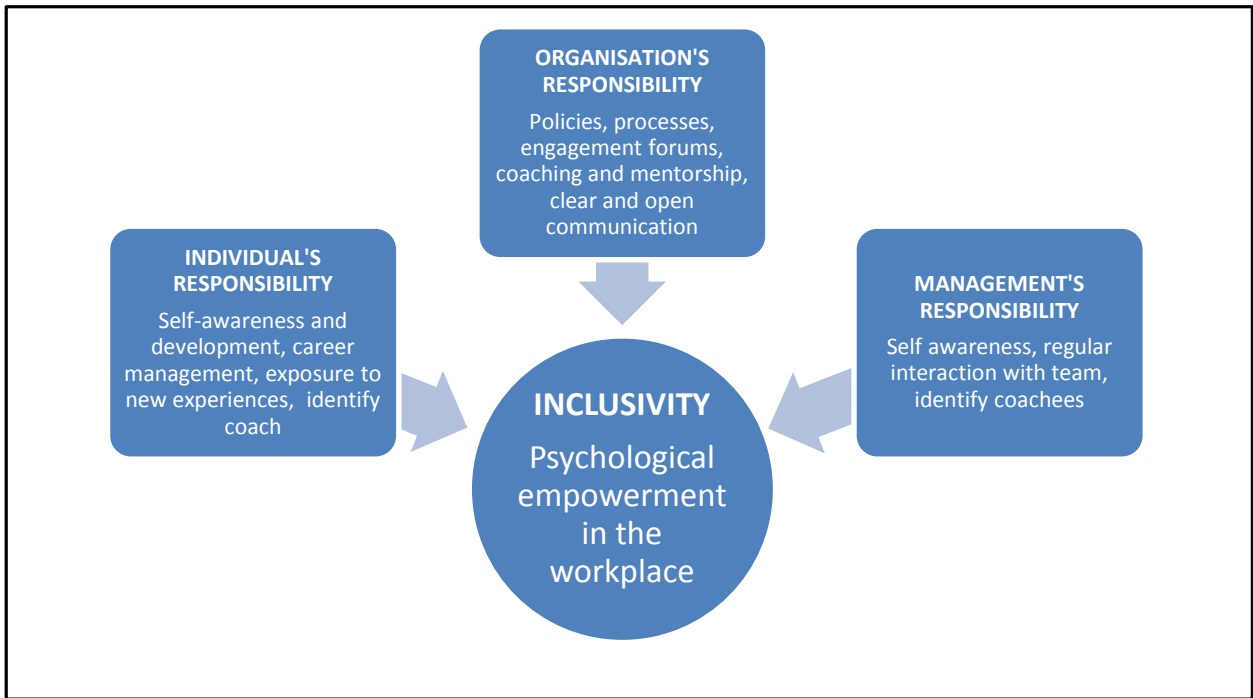


Figure 11: Recommendations summary

By taking on these recommendations, both the organisation and the black manager’s relationship will begin to evolve and be more aware and accommodating of diversity, which management will be actively leading (not managing) diversity. In this new type of relationship the employees all bring to the table their life experiences, potential, knowledge and insights and use these to enrich the company’s prospects. After all, it goes back to Luhabe’s view that “management is about people and relationships, not a technical occupation. Clearly, certain technical skills are needed, but, in the end, good managers are competent and confident people, dealing in sophisticated ways with other people” (Luhabe, 2002, p37).

6.4 Suggestion for further research

This research report has uncovered a number of areas that require further research, especially that which has a South African context. The researcher has identified the following topics for further research:

- A quantitative study of the acculturation pressures on white managers in ICT organisations in SA and how they impact the white manager's integration to the team and commitment to the organisation. This will help provide a full picture where both black and white managers have been investigated not just the one as this will assist to uncover details and context that may have been overlooked within this research. Now that there are both sides of the story available, any lessons learnt and any decisions that are made for the organisation and the individuals would have been tested for both parties ensuring everyone's voice is taken into consideration.
- A replication study could be conducted that will include all black managers as defined within the political category (i.e. Black, Coloured, Indian and Chinese). As stated earlier, diversity in the workplace is increasing and research cannot carry on blindly ignoring this important fact. It is important to understand what this mosaic of individuals brings to the organisation and this cannot truly occur unless authentic interaction takes place. This will assist and add depth to the current research.
- A replication, qualitative study discussing the acculturation pressures on black managers within the ICT industry and how it impacts the black manager's integration to a team and commitment to an organisation. This study will define black as defined within the political category. As this will be a qualitative study it will allow the researcher to not just use a structured list of questions but a semi-structured interview so that they are able to dig deeper and ask pertinent questions to understand why and how things happen within organisations. With this semi-structured investigation, the respondents will be in more control to discuss what is most important to them (and not what the researcher assumes is important to them). The depth of this research will be beneficial to corporate South Africa as similar studies are scarce.

It is important to note that acculturation is a multidimensional and multidirectional process, and this process evolves over time and in relation to different contexts

(Gonzalez, Haan, & Hinton, 2001) as a result future studies need to be conducted using even more comprehensive measures of acculturation in order to address the complex nature of the topic and its themes within the workplace. Howarth et al. (2014) take this a step further and state that there is a need for political psychologists to develop methods that are in touch with the tensions and the politics of acculturation. These methods may be able to highlight the possibilities for resistance and social change (Howarth et al., 2014).

6.5 Conclusion

The purpose of this research was to establish the acculturation pressures faced by black managers in Information Communication Technology (ICT) organisations in South Africa and how these pressures influence their integration into teams at work and their commitment to an organisation. This stems from firstly the increase in the number of ICT graduates entering the ICT industry in South Africa, and secondly the pressure that the South Africa government is under to deal with the country's challenge of high levels of unemployment brought about in part by an unskilled labour force (i.e. structural unemployment) (Kirk, 2011). A large number of organisations seem to be good at creating diversity (i.e. recruiting diverse staff members) however, "many have not yet figured out how to make the environment inclusive—that is, create an atmosphere in which all people feel valued and respected and have access to the same opportunities" (Riordan, 2014, unpagged). Solving this issue will have a cascading and beneficial effect on the country's economic growth and the eradication of social ills that exist in SA (e.g. high crime rates, disadvantaged and vulnerable women and children as well as an increasing inequality gap to name but a few).

The research was conducted on an area where limited South African research exists regarding leading diversity in the work place. This research was based on three propositions that were put forward by the researcher. An extensive literature review was conducted with the guidance of the identified themes within the propositions, and this was used to develop a unique and specific web-based survey. The results of the survey

were analysed using the statistical package SAS, with some of the data presentation and formatting being performed in Microsoft Excel.

The overall conclusion of the research was that two of the three propositions put forward can be reasonably accepted. From the analysis, it is fair to conclude that black managers in the ICT industry in South Africa do not overtly feel the pressure to acculturate to the white Western culture in their workplace; white managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers; the practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation.

In conclusion, South Africa's economy relies heavily on the ICT industry as almost all of the sectors that contribute to the country's GDP require ICT capabilities to enable them to perform their duties to a lesser or greater extent. This is why it is paramount that the entire South African population that is of working age contributes to the economy and is fully committed to solving the country's challenges. The study has shed some light for leaders in the ICT industry that diversity is not just about race and gender but also about psychological empowerment in a work context, and that diversity is nothing without inclusivity (Riordan, 2014). Once this point has been understood and taken to heart, then South Africa will be in a better position to fulfil its potential as a modern nation.

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APPENDIX

Email requesting survey participation

Dear Participant,

I am a post graduate student at Wits Business School and am currently completing my research report in order to fulfil all requirements for the Masters degree. My research topic is entitled: “Acculturation pressures on black managers in Information Communication Technology (ICT) organisations in South Africa” and I kindly ask for your assistance in answering the attached survey to assist me in this endeavour.

You have been selected to participate in this research as part of a sample of people who are members of the BMF, in middle and senior management roles working at a major ICT organisation in Gauteng.

The study involves answering an online survey on a secure website. The information that is collected during the survey will remain anonymous and confidential throughout the study as well as after the study has been completed. The questionnaire is made up of a section that collects demographic information (purely for the purpose of establishing any patterns that may exist) after which you will be required to rate the truth of a statement using the scale provided. This information will not identify individuals in any way. Participation in the study is completely voluntary.

It should take no longer than 15 minutes in total to complete the survey. If you choose to complete the questionnaire, it implies that you have consented to participate. Should you decide to participate, please click on the link below this e-mail which will direct you to the questionnaire.

Only my supervisor, Dr Christoph Maier, and I will have access to the data gathered. The data will not be used for any other purpose apart from academic research. The research will not contain information specific to any organisation or individual who participates.

I thank you in advance. Should you have any queries or concerns about the completion or submission of the questionnaire please do not hesitate to contact me via e-mail as below, alternatively you can contact my supervisor Dr Christoph Maier at christph.maier@comazo.de

Yours faithfully,

Zukhanye N. Kwinana

On-line Survey

Please answer the questions below as honestly as possible.

The first section consists of a demographic questionnaire which is used for reporting purposes only and will not allow the researcher to identify any individual respondents. Please note that all responses are confidential.

1. Please indicate whether you are

Male

Female

2. Please indicate the number of years you have been in the ICT industry

Less than 1 year

1 – 2 years

3 - 5 years

6 - 10 years

10+ years

3. On what level of management do you currently operate?

Executive

Senior

Middle Management

1st line Management or team leader

MY PERSONAL EXPERIENCE

Please rate each statement below as you feel the responses are appropriate to you in your current organisation, using the scale provided ('strongly disagree' – 'strongly agree').

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
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- 4) I look forward to team lunches/drinks/team activities
- 5) I feel pressured to take part in drinks/lunch/team outings
- 6) I need to change the way I behave and conduct myself to fit into my team
- 7) I feel that I am part of my team and not an outsider
- 8) If the following is done by White managers within my organisation, I find it offensive:
 - 8.1) Talking in a language I do not understand in a meeting
 - 8.2) Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)
 - 8.3) Sharing work information amongst themselves and exclude me
 - 8.4) Make no effort to pronounce my name correctly
 - 8.5) Give me a nickname instead of learning my name
 - 8.6) Making derogatory comments and jokes about themes I care about
 - 8.7) Give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers

- 9) I feel White managers are unaware of their behaviours that are perceived as rude by Black managers
 - 10) I feel White managers do know the behaviours that are perceived as rude by Black managers
 - 11) I am committed to my organisation
 - 12) My organisation is committed to me
 - 13) My input in a meeting is often met with silence when a supportive response would normally be expected
 - 14) The input of a White peer in a meeting is often met with silence when a supportive response would normally be expected
 - 15) My team thinks I act too black
- 15.1) Please elaborate on this?

MY PERCEPTION OF WHAT IS HAPPENING

- 16) White Managers do the following in my organisation:
- 16.1) Talking in a language I do not understand in a meeting
 - 16.2) Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)
 - 16.3) Share work information amongst themselves and exclude me
 - 16.4) Make no effort to pronounce a Black name correctly
 - 16.5) Give a Black employee a nickname instead of learning their name
 - 16.6) Making derogatory comments and jokes about themes Black Managers care about
 - 16.7) Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers

- 17) Black managers treat all employees the same
- 18) White managers treat all employees the same
- 19) Black managers treat White managers as they would any other peer
- 20) White managers treat Black managers as they would any other peer
- 21) Black managers get along with each other more than they get along with White managers
- 22) White managers get along with each other more than they get along with Black managers
- 23) Black managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement
- 24) White managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement
- 25) White managers exhibit behaviours that are inclusive to Black managers
 - 25.1) Please share examples of this behaviour
- 26) White managers exhibit behaviours that are isolating to Black managers
 - 26.1) Please share examples of this behaviour
- 27) Please share any other points or comments that you would like to make

Closing remarks: Thank you very much for taking time to complete this survey.

Table 3: Full survey frequency- My personal experience

Question number	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My personal experience						
4	I look forward to team lunches/drinks/team activities	3%	10%	17%	50%	20%
5	I feel pressured to take part in drinks/lunch/team outings	20%	50%	15%	10%	5%
6	I need to change the way I behave and conduct myself to fit into my team	15%	38%	23%	17%	7%
7	I feel that I am part of my team and not an outsider	5%	10%	7%	50%	28%
8.1	Talking in a language I do not understand in a meeting	2%	17%	15%	22%	45%
8.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)	3%	10%	8%	23%	55%
8.3	Sharing work information amongst themselves and exclude me	3%	3%	7%	28%	58%

8.4	Make no effort to pronounce my name correctly	5%	15%	13%	23%	43%
8.5	Give me a nickname instead of learning my name	8%	12%	10%	15%	55%
8.6	Making derogatory comments and jokes about themes I care about	5%	15%	18%	30%	32%
8.7	Give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers	8%	7%	12%	25%	48%
9	I feel White managers are unaware of their behaviours that are perceived as rude by Black managers	23%	25%	25%	15%	12%
10	I feel White managers do know the behaviours that are perceived as rude by Black managers	5%	18%	10%	37%	30%
11	I am committed to my organisation	2%	0%	12%	47%	40%
12	My organisation is committed to me	7%	17%	42%	25%	10%

13	My input in a meeting is often met with silence when a supportive response would normally be expected	12%	37%	28%	20%	3%
14	The input of a White peer in a meeting is often met with silence when a supportive response would normally be expected	12%	50%	32%	5%	2%
15	My team thinks I act too black	18%	45%	30%	5%	2%

Table 4: Full survey frequency- My perception of what is happening

Question number	Question	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My perception of what is happening						
16.1	Talking in a language I do not understand in a meeting	12%	35%	17%	25%	12%
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	12%	37%	15%	30%	7%
16.3	Share work information amongst themselves and exclude me	12%	30%	17%	18%	23%
16.4	Make no effort to pronounce a Black name correctly	8%	27%	25%	28%	12%
16.5	Give a Black employee a nickname instead of learning their name	10%	32%	27%	18%	13%
16.6	Making derogatory comments and jokes about themes Black Managers care about	10%	35%	25%	18%	12%
16.7	Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers	15%	28%	18%	25%	13%
17	Black managers treat all employees the same	2%	42%	20%	28%	8%
18	White managers treat all employees the same	12%	53%	28%	7%	0%
19	Black managers treat White managers as they would any other peer	5%	23%	35%	30%	7%
20	White managers treat Black managers as they would any other peer	10%	45%	32%	12%	2%
21	Black managers get along with each other more than they get along with White managers	3%	15%	20%	42%	20%
22	White managers get along with each other more than they get along with Black managers	2%	5%	15%	45%	33%
23	Black managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	3%	25%	28%	33%	10%

24	White managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	5%	30%	37%	28%	0%
25	White managers exhibit behaviours that are inclusive to Black managers	8%	23%	53%	15%	0%
26	White managers exhibit behaviours that are isolating to Black managers	0%	17%	48%	25%	10%

Table 5: Summary survey frequency- My personal experience

Question number	Question	Disagree	Neutral	Agree
My personal experience				
4	I look forward to team lunches/drinks/team activities	13%	17%	70%
5	I feel pressured to take part in drinks/lunch/team outings	70%	15%	15%
6	I need to change the way I behave and conduct myself to fit into my team	53%	23%	23%
7	I feel that I am part of my team and not an outsider	15%	7%	78%
8.1	Talking in a language I do not understand in a meeting	18%	15%	67%
8.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)	13%	8%	78%
8.3	Sharing work information amongst themselves and exclude me	7%	7%	87%
8.4	Make no effort to pronounce my name correctly	20%	13%	67%
8.5	Give me a nickname instead of learning my name	20%	10%	70%
8.6	Making derogatory comments and jokes about themes I care about	20%	18%	62%
8.7	Give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers	15%	12%	73%
9	I feel White managers are unaware of their behaviours that are perceived as rude by Black managers	48%	25%	27%
10	I feel White managers do know the behaviours that are perceived as rude by Black managers	23%	10%	67%
11	I am committed to my organisation	2%	12%	87%
12	My organisation is committed to me	23%	42%	35%
13	My input in a meeting is often met with silence when a supportive response would normally be expected	48%	28%	23%
14	The input of a White peer in a meeting is often met with silence when a supportive response would normally be expected	62%	32%	7%
15	My team thinks I act too black	63%	30%	7%

Table 6: Summary survey frequency- My perception of what is happening

Question number	Question	Disagree	Neutral	Agree
My perception of what is happening				
16.1	Talking in a language I do not understand in a meeting	47%	17%	37%
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	48%	15%	37%
16.3	Share work information amongst themselves and exclude me	42%	17%	42%
16.4	Make no effort to pronounce a Black name correctly	35%	25%	40%
16.5	Give a Black employee a nickname instead of learning their name	42%	27%	32%
16.6	Making derogatory comments and jokes about themes Black Managers care about	45%	25%	30%
16.7	Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers	43%	18%	38%
17	Black managers treat all employees the same	43%	20%	37%
18	White managers treat all employees the same	65%	28%	7%
19	Black managers treat White managers as they would any other peer	28%	35%	37%
20	White managers treat Black managers as they would any other peer	55%	32%	13%
21	Black managers get along with each other more than they get along with White managers	18%	20%	62%
22	White managers get along with each other more than they get along with Black managers	7%	15%	78%
23	Black managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	28%	28%	43%
24	White managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	35%	37%	28%
25	White managers exhibit behaviours that are inclusive to Black managers	32%	53%	15%
26	White managers exhibit behaviours that are isolating to Black managers	17%	48%	35%

Table 7: Mean and standard deviation- My personal experience

Question number	Question	Mean	Standard Deviation
My personal experience			
4	I look forward to team lunches/drinks/team activities	0.27	0.70
5	I feel pressured to take part in drinks/lunch/team outings	-0.67	0.76
6	I need to change the way I behave and conduct myself to fit into my team	-0.47	0.78
7	I feel that I am part of my team and not an outsider	0.36	0.82
8.1	Talking in a language I do not understand in a meeting	0.58	1.09
8.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like playing the race card. Black people are dragging this country down)	0.93	1.20
8.3	Sharing work information amongst themselves and exclude me	1.01	1.09
8.4	Make no effort to pronounce my name correctly	0.57	1.16
8.5	Give me a nickname instead of learning my name	0.96	1.63
8.6	Making derogatory comments and jokes about themes I care about	0.33	0.95
8.7	Give me administrative responsibilities and assign subject matter responsibilities to my non-Black peers	0.74	1.33
9	I feel White managers are unaware of their behaviours that are perceived as rude by Black managers	-0.47	1.01
10	I feel White managers do know the behaviours that are perceived as rude by Black managers	0.31	0.93
11	I am committed to my organisation	0.61	0.72
12	My organisation is committed to me	-0.13	0.66
13	My input in a meeting is often met with silence when a supportive response would normally be expected	-0.44	0.66
14	The input of a White peer in a meeting is often met with silence when a supportive response would normally be expected	-0.59	0.55
15	My team thinks I act too black	-0.67	0.61

Table 8: Mean and standard deviation- My perception of what is happening

Question number	Question	Mean	Standard Deviation
My perception of what is happening			
16.1	Talking in a language I do not understand in a meeting	-0.28	0.86
16.2	Making derogatory comments and jokes about Black people (e.g. Black people are lazy. Black people like pulling the race card. Black people are dragging this country down)	-0.33	0.78
16.3	Share work information amongst themselves and exclude me	-0.10	1.07
16.4	Make no effort to pronounce a Black name correctly	-0.15	0.79
16.5	Give a Black employee a nickname instead of learning their name	-0.24	0.83
16.6	Making derogatory comments and jokes about themes Black Managers care about	-0.29	0.81
16.7	Give Black Managers administrative responsibilities and assign subject matter responsibilities to my non-Black peers	-0.26	0.95
17	Black managers treat all employees the same	-0.24	0.68
18	White managers treat all employees the same	-0.65	0.48
19	Black managers treat White managers as they would any other peer	-0.15	0.62
20	White managers treat Black managers as they would any other peer	-0.53	0.56
21	Black managers get along with each other more than they get along with White managers	0.20	0.73
22	White managers get along with each other more than they get along with Black managers	0.50	0.71
23	Black managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	-0.07	0.66
24	White managers find it rude to barge into a group of 2 or more colleagues engaged in informal talks (outside of a meeting) without prior eye contact or acknowledgement	-0.27	0.54
25	White managers exhibit behaviours that are inclusive to Black managers	-0.39	0.50
26	White managers exhibit behaviours that are isolating to Black managers	-0.01	0.53

Consistency matrix

Proposition	Themes	Questions	Literature (in alphabetic order)
<p>Proposition 1: Black managers in the ICT industry in South Africa do feel the pressure to acculturate and assimilate to the white Western culture in their workplace</p>	<p>Acculturation Diversity Affirmative action Employment equity</p>	4, 6, 15	<p>Agocs and Burr (1996) Berry (1997) Berry (2006) Biko (1996) Caldwell (2009) Canham (2014b) Capowski (1996) Gordon (1964) Kim, Sangalang & Kihl (2012) Maier (2002) Schwartz et al (2014) Spears (2011) Stepick et al (2011) Stoner and Russell-Chapin (1997) Taylor (1995) Thomas (1990)(1991)(1996) Thomas and Ely (1996) Thomas and Woodruff (1999) Turner & Hogg (1987) van Osch & Breugelsmans (2012) Watson (1997)</p>
<p>Proposition 2: White managers exhibit practises and behaviours that are perceived as either inclusive or isolating by black managers</p>	<p>Practises and behaviours Discrimination</p>	8, 13, 14, 16, 24 - 26	<p>Alleyne (2004) Aziz (2014) Biko (1996) Canham (2014a) Caver & Livers (2002) Groysberg & Connolly (2013) Howarth et al. (2014) Joplin and Daus (1997) Luhabe (2002) Smit (2014) Rijamampianina (1999) Riordan (2014)</p>
<p>Proposition 3: The practises and behaviours that are exhibited by white managers have an impact on black managers and their integration into the team and commitment to the organisation</p>	<p>Group cohesiveness Group productivity Psychological contract Commitment levels</p>	4, 5, 6, 9 - 15, 17 - 23	<p>Abbasi and Hollman (1991) Cox (1991) Cox and Blake (1991) Forbes and Milliken (1999) Groysberg & Connolly (2013) Kim, Sangalang & Kihl (2012) Luhabe (2002) Powell (2012) Robinson & Rousseau (1994) Rousseau (1995) Shaw (1981) Sonnenberg (2006) Sonnenberg, Koene, & Paauwe (2011) Sonnenberg et al (2013) Steiner (1972) Teicher and Spearitt (1996) van Osch & Breugelsmans (2012) Westwood, Sparrow, & Leung (2001)</p>

Milestones for completion of research report

Task Name	Duration	Start	Finish
Finalise topic	15 days	Sat 07/02/15	Thu 26/02/15
Finalise proposal	87 days	Fri 27/02/15	Mon 29/06/15
Gain approval (Panel)	1 day	Thu 16/07/15	Thu 16/07/15
Send out survey	38 days	Thu 17/09/15	Mon 09/11/15
Close survey	1 day	Mon 09/11/15	Mon 09/11/15
Data analysis	10 days	Tue 10/11/15	Sat 21/11/15
Chapter 1 – 5 draft 1	64 days	Thu 17/09/15	Tue 15/12/15
Chapter 1 – 5 draft 2	11 days	Mon 04/01/16	Sun 17/01/16
Chapter 1 - 6 draft 1	6 days	Sun 17/01/16	Fri 22/01/16
Proof reading	1 day	Sat 31/01/15	Sat 31/01/15
Chapter 1 - 6 draft 2	5 days	Mon 01/02/16	Fri 05/02/16
Chapter 1 - 6 draft 3	2 days	Fri 13/02/15	Sun 15/02/15
Submit report	1 day	Fri 19/02/16	Fri 19/02/16