Multicultural Attitudes of Dutch Defence Employees

and

Changes during the last five years

Natasja Rietveld & Rudy Richardson

Abstract

Since 1997 the active recruitment and integration of ethnic cultural minorities, in order to emphasize equal access for culturally different groups to the Armed Forces, are important topics of policy of the Ministry of Defence in the Netherlands. Despite the efforts of the Ministry of Defence ethnic cultural employees still voluntarily leave the organisation before ending their military education or contract. One of the reasons for premature leaving the Armed Forces is the attitude towards ethnic cultural minorities of autochthonous colleagues, and the thin border between making jokes and discrimination or even exclusion. On request of the Dutch Ministry of Defence since 2006 three large studies were conducted to provide a better understanding of the multicultural attitudes of service members and civilian employees of the Dutch Armed Forces. The present paper contains the results of the recently conducted survey (2011, N = 1,251) and the comparison of the results with the 2006 (N=2,079) and 2008 (N=1,290) surveys. Topics are the multicultural attitude of employees of the Dutch Armed Forces, the climate with regard to tolerance and acceptance of ethnic cultural employees and their cultural habits in the direct working environment and the acculturation orientations employees prefer for ethnic cultural minorities in private and public domain.

The 2011 study shows us a neutral multicultural attitude of defence employees, but in comparison with 5 years earlier this attitude has become more positive. The tolerance towards and the acceptation of ethnic cultural colleagues and their cultural habits within the direct working environment is relatively large, but this social safety climate has become slightly negative since 2008. Since 2006 we see an decreasing preference of employees regarding the assimilation of ethnic cultural minorities in the public domain, and an increasing preference of separation in the private domain. It is clear that still most employees prefer that ethnic cultural minorities assimilate in the public domain and separate in the private domain.

Keywords: Dutch Armed Forces; Service Members; Civilian employees; Ethnic Cultural Minorities; Acculturation; Assimilation; Separation; Integration; Marginalisation; Multiculturalism; Social Safety Climate; Attitudes

Introduction

Despite of the fact that since 2011 Diversity Policy is no longer part of the Dutch political Agenda anymore, the relevance of ethnic cultural variety among the personnel of the Dutch Armed Forces, is still increasing. Soeters & Van der Meulen (2007) described different reasons to stress the importance of diversity of employees in the Dutch Armed Forces.

Firstly, the Dutch Armed Forces aspires to reflect the Dutch society regarding gender, socio-economic status/education level, religion, sexually orientation and ethnic culturally origin. As a result of suspension of military service in 1997, the organization lost his diversity, particularly with regard to education level and social economic status. But also regarding diversity of ethnicity of employees.

Secondly, the Armed Forces has to compete with other Governmental and civilian organizations with regard to the recruitment and selection of (ethnic cultural) staff. To attract and to keep female and ethnic cultural employees is a challenge for the organization, because civilian organizations often offer higher salary, better career opportunities and possibilities and a more safe working environment.

Thirdly, variety in the Armed Forces staff can increase the effectiveness in humanitarian missions and in the cooperation between military and local civilian in (former) conflict area. Since the ending of the Cold War in 1990, the main goal of the Dutch Armed Forces became the participation in UN Peace Operations and humanitarian missions. The cooperation with civilian local organizations and governments, training local governmental armies and police, coordination and support of elections, and humanitarian support of the local population are important parts of the current military expeditions. When deployed with gender, religion and ethnic varied unions we better can take into account the values and cultural habits of the society and its population. Missions become more effective when we use the unique properties and culture (and gender)-related qualities of employees. Miller and Moskos (1995) argued that women and black men in diverse unites were supposedly better monitors of misbehavior. Besides, as some of the ethnic cultural minorities in de union also are bilingually educated, e.g., Dutch and Arabic, and they profess religions other than most prevailing in the western world, they can deliver an essential contribution to missions in non-western countries. They are able to communicate more easily with the local population, and winning of hearts and minds can be more easy in order to protect the locals towards dependence of militia or other sub groups and criminal organizations. They know how to place certain religion-dependent habits and activities into the right context (Bosman et al., 2007).

Finally, we want to point out the responsibility of the Armed Forces for the Dutch society, with regard to the reduction of unemployment among ethnic cultural minorities. In 2009 11 percent of the non-Western ethnic cultural inhabitants of the Netherlands was unemployed, nowadays 20 percent. This concerns mainly young people (CBS, 2010). As well as other Dutch organizations are, also the Dutch Armed Forces is responsible for the professional opportunities and perspectives of the unemployed youth in our country.

Ethnic minorities, moreover, as well as female employees, voluntary leave the organization premature, sometimes even before finishing their military study or training. Women and ethnic minorities were under-represented. The Armed Forces is still a mainly masculine and culturally Western orientated organization. Ethnic cultural minorities still do not always feel comfortable at work and accepted as person, as a result of their ethnic cultural background (Hoedemaekers, 2009). Confronted with the mainly Western orientated culture of the Dutch Armed Forces, and the sometimes degrading comments and jokes of autochthonous colleagues – which do not make it more easy to feel comfortable and taken seriously – keep standing and restraining the fully belief in the tolerance of the organization with regard to employees differences in cultural backgrounds can be very difficult. Ethnic cultural minorities have the feeling that they have to completely adapt to the Dutch culture and habits. They experience difficulties in educational opportunities and possibilities for professional grow in the organization. As a result of their ethnic cultural background they more often have to prove themselves with regard to their superiors and colleagues (Hoedemaekers, 2009).

It is incredibly important, precisely because of the nature of the current military missions, that the Armed Forces is an attractive organisation, also for ethnic cultural minorities, and the organization has to prevent that ethnic cultural minorities prematurely leave the organisation. In this context It is important to follow the attitudes of employees towards colleagues with non-Western ethnic cultural backgrounds, and to assess how social safe the organization exactly is for ethnic cultural minorities. In present paper the following questions will be answered:

1. What is the multicultural attitude of military and civilian employees of the Dutch Armed Forces?

2. How culturally tolerant are military and civilian employees of the Dutch Armed Forces in the direct working environment with regard to ethnic cultural colleagues and their cultural habits (social safety climate)?

3. Which acculturation orientations military and civilian employees of the Dutch Armed Forces prefer for ethnic cultural minorities in the public and private domains?

4. Are the attitudes of military and civilian employees of the Dutch Armed Forces changed since 2006?

The nature of the multicultural attitude of the employees of the Dutch Armed Forces means the attitude of both autochthonous and ethnic cultural employees with regard to multiculturalism in society and multiculturalism in the working environment. Multiculturalism (Berry, 1984) is the acceptance of integration along with cultural diversity and equitable participation of ethnic cultural minorities in society.

The social safety climate of the Dutch Armed Forces is based on the extent of employees' tolerance and acceptance of ethnic cultural colleagues and their cultural habits in the direct working environment.

Employees' attitude towards acculturation strategies contains the point of view of employees with regard to the intercultural behavior of ethnic cultural minorities (acculturation strategies) in the private and public domain. We distinguish four acculturation strategies of ethnic cultural minorities: assimilation and separation, integration and marginalization (Berry et al., 2010). When individuals do not wish to maintain their cultural heritage and seek daily participation with other cultures in the larger society, the *assimilation* attitude is defined. In contrast, when ethnic cultural minorities place a value on holding on to their original culture, and at the same time wish to avoid interaction with others, the *separation* orientation is defined. The *integration* attitude of ethnic cultural minorities contains an interest in both maintaining one's original culture and interaction with other groups. Individuals maintain a degree of cultural integrity, while at the same time they seek to participate as an integral part of the larger society. Finally, when there is little possibility or interest in cultural maintenance (often as a result of enforced cultural lost), and there is little interest in having relations with other groups (often as a result of discrimination) *marginalization* is defined (Berry et al., 2010, p. 193).

The definition of ethnic cultural minorities we use in our study is based on the definition of non-western allochtonous of the last 'Year Report Integration' (2010) of the CBS. Central in this definition is the country of birth of the parents. When one or both parents were born in Turkey, Morocco, Surinam, the Netherlands Antilles, former Yugoslavia, Aruba, or in an other non-Western country in Asia and in Africa, a person belongs to the group of ethnic cultural minorities. Non-ethnic cultural minorities are autochthonous people, i.e., when both parents are born in the Netherlands. But also involved are people with one or both parents born in Europe, North-America, Oceania or in former Dutch East Indies (before 27 December 1949), the so called western allochtonous people (CBS, 2010).
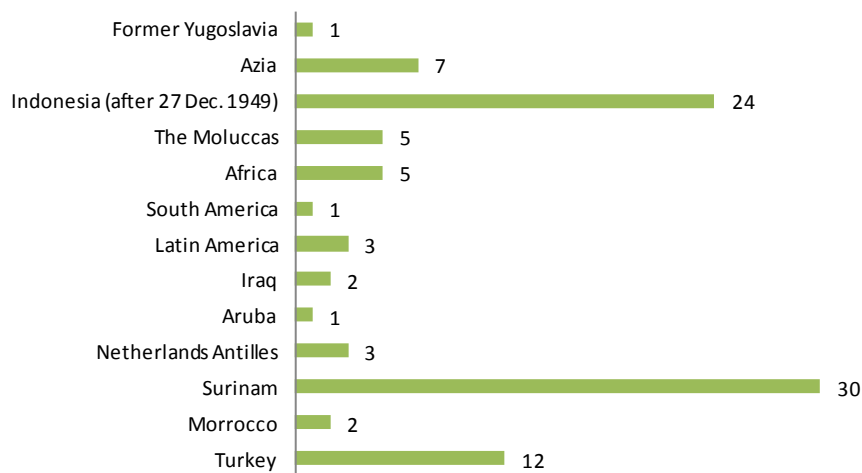
Method

Participants

In Table 1 we present the personal and professional background data of the participants of the 2006, 2008 and 2011 surveys. In the current study 87.3 percent of the respondents is male and 12.7 percent female. These numbers approach the current composition of the population of the Defence personnel in the Dutch Armed Forces, as this comes to 86.2 percent men and 13.8 percent women in June 2011. Most members of the current study (59.3 percent) are service members, 40.7 percent is civilian personal (resp. 70 and 30 percent in current entire population). Most participants are Corporal to Adjutant, and almost 10 percent has the highest rank. Most respondents are in the age of 45-54 years old (36.5 percent), and secondary educated (41.3 percent). With regard to operational experiences we see that 55.7 percent of the military employees is deployed ones or more times, and most respondents (59.9 percent) work 15 years or longer for the

Dutch Armed Forces. Most employees are employed in the Royal Air Force (15.6 percent), 14.3 percent is employed in the Royal Army, 12.7 percent in the Royal Navy, and 13.2 percent is employee of the Military Police.

The number of Ethnic Cultural employees (non-Western allochtonous) in the current study is 5 percent. Of the employees 92,9 percent is Dutch autochthonous and 2,1 percent has a Western ethnic cultural background (mostly one or both parents born in Germany or Great Britain). In 2003 the actual number of ethnic minorities in the Defence population was 7.6 percent (Bosman, et al., 347). After that year the number of ethnic cultural minorities in the population of the Dutch Armed Forces is not counted any more. In Figure 1 we show the non-Western ethnic cultural background of one or both of the parents of the ethnic cultural employees.

Figure 1 Non-Western Ethnic Cultural Background of the Employees (Frequency of n = 96, country of birth of one parent or both parents).

The sample of the 2011 study is only representative for the population of employees of the Dutch Armed Forces in representation of male and female ($X^2(1)$= 1,207, $p > .05$). In the current population employees of the Dutch Armed Forces is 86.2 male and 13.8 female, 70 percent is service member and 30 percent civilian personnel, 12 percent is employed in the Royal Air Force, 14 percent in the Royal Navy, 35 percent in the Royal Army, 10 percent is employed at the Military Police, 19 percent is employed in the Command Service Centre, 2 percent belongs to the Management Staff and 9 percent to the Defence Material Organization.

Table 1   Demographic and professional background of the participants of 2006, 2008, and 2011.

Variable	N 2006	N 2008	N 2011	Category	% 2006	% 2008	% 2011
Gender	2,061	1,289	1,224				
				Male	87.3	86.6	87.3
				Female	12.7	13.4	12.7
Age	2,062	1,203	1,239				
				< 24		12.6	8.4
				24 / 34		19.7	20.1
				35 / 44	Other	21.5	17.9
				45 / 54	categories in	34.3	36.5
				55 /64	2006[1]	11.8	16.9
				65 >		-	0.2
Ethnic Cultural Background	2,052	1,267	1,240				
				ECM	7.1	5.3	5
				Non-ECM	92.9	94.7	95
Education	2,057	1,284	1,227				
				Low	23.3	24.6	25.8
				Middle	46.6	45.2	41.3
				High	30.1	30.1	32.9
Rank	2,044	1,284	1,244				
				Soldier	71.6	61.7	59.3
				Statesmen or equivalent In rank	7.7	6.2	5.7
				Under officer	39.4	33.9	35.3
				Subaltern officer	11.5	10.2	8.4
				Chief officer	10.4	9.7	8.1
				Upper-flag officer	2.5	1.7	1.8
				Civilian	28.4	38.3	40.7
Salary Position civilian	579	458	529				
				Scale low (1 - 5)	31.4	28.8	26.8
				Scale middle (6 - 11)	59.1	60.3	56.0
				Scale high (12 - 16)	9.5	10.9	17.2
Defence component	2,062	1,274	1,238				
				CLSK	17.5	10.9	15.6
				CZSK	19.9	13.9	12.7
				CLAS	41.1	29.4	14.3
				KMAR	9.1	9.1	13.2
				CDC	8.0	15.9	18.7
				BS	2.4	6.0	6.8
				DMO	-	13.1	17.9
				Other	2.1	1.6	0.9
Extent of deployments (only military personnel)	1,448	789	824				
				No deployment	33.6	37.0	44.3
				1 deployment	29.4	26.1	23.2
				2 deployment	20.8	16.7	15.5
				3 deployment	8.6	10.1	9.0
				4 deployment or more	7.7	10.0	8.0
Extent of service years	2,063	1,272	1,083				
				0-4 years	15.9	17.6	15.1
				5-9 years	15.1	15.6	11.7
				10-14 years	11.0	10.1	13.2
				15 years >	58.0	56.6	59.9

[1] In 2006 other age-categories were constructed, i.e., 17-26 years (16.4%); 27-36 years (22.1%); and > 37 years (61.4%). No data are available of the different ages of the respondents in 2006, because of the formulation of that question in close form.

Reasons of Non participating

In respect of the current situation in the Netherlands, what means radical cuts in the Dutch Armed Forces, resulting in losing of jobs of lots of employees, it is important to pay special attention of the reasons for non participation in the survey. 4 percent of the employees contacted the researcher by mail or telephone for mentioning their reasons for non participation. Most important reasons are the current situation of budget cuts and losing own or the lost of colleagues jobs (11 percent) and the absence during the survey because of deployments (11 percent). But also common is the lack of interest in the topic of the questionnaire (10 percent). Other reasons are 'to much positive discrimination in the Dutch Armed Forces', 'the questions are to personal', 'the questions are to political sensitive', 'no believe in anonymity of the study', 'the questions seem rascistic' (all between 4 and 6 percent of the total specified reasons termed by employees).

Despite the current situation of radically budget cuts of the Dutch Armed Forces the response rate of the current survey is high, after all but 1 percent lower than in 2008.

Measures

The Multicultural Attitude (MCA). The MCA scale is based on the Canadian Multicultural Ideology Scale (MIS, 10 items) and has in original form 15 items scored on a 7-point Likert scale. The scale is valid and reliable for Canadian and US research (Berry & Kalin, 1995; Berry, 1997). In the current and 2006 and 2008 studies respondents had to assess the 15 items using a 5-point Likert scale (1= totally not agree, 3=neutral, 5= totally agree). Conform the 2006 and 2008 studies (based on reliability and factor analysis) we decided to delete three items for further analyses. The MCA scale is a bipolar one-dimensional scale. High scores (> 3.5) on the scale indicate the support of multiculturalism in society and lower scores (< 2.5) indicate the abscense of support. The theoretical midpoint on the scale is 3, which means scores between 2,5 and 3,5 indicate a neutral attitude. Examples of the items are: 'A society that has a variety of ethnic and cultural groups is more able to solve new problems' and 'Ethnic cultural minorities who come to the Netherlands must customize their behavior to autochthonous people'. In the 2006 and 2008 study the reliability of the MCA scale (12 items) respectively is α = .85 (Bosman et al., 2006) and α = .82 (Van den Berg et al., 2008). Also in the current study the MCA scale has proved to be reliable: α = .84 (12 items). In all studies eight items of the MCA scale must be transformed to a positive direction for further data analysis (e.g., 'Ethnic cultural minorities should not push themselves to the forefront that is not wanted').

The *Moslim Attitude (MA)* is based on four items developed by Pettigrew et al. (2007), e.g., 'In the Netherlands there live so much Muslims, that you feel like a stranger in own country' and 'It's a good idea when the Dutch Government restricts the immigration of Muslims' (5-point Likert scale, 1= totally not agree, 3=neutral, 5= totally agree). In the current and 2008 study the scale has proved to be valid and reliable (α = .75 in 2011, α = .82 in 2008). In 2006 attitudes towards people with an Islamitic background is not studied, so no assessment can be made of changes since 2006.

Acculturation Attitude (ACA). Andriessen and Phalet (2002) conducted a study regarding acculturation and school success in minority youth in the Netherlands. To measure preferred acculturation orientations of ethnic cultural minorities in the public and private domain, like the earlier studies we use four items based on the study of Andriessen and Phalet (2002). It concerns the items: 'Ethnic cultural minorities should maintain their ethnic culture in the private context (e.g., at home)' and 'Ethnic cultural minorities should adapt themselves to the Dutch culture and society in the private context (e.g., at home)', 'Ethnic cultural minorities should maintain their ethnic culture in the public context (e.g., at school or at work)' and 'Ethnic cultural minorities should adapt themselves to the Dutch culture and society in the public context (e.g., at school and at work)'. Based on the combination of the scores of the respondents (5-point Likert scale, 1= totally not agree, 3=neutral, 5= totally agree) a four-option matrix can be developed conform the four acculturation orientations of Berry (1997), i.e., separation, assimilation, integration, and marginalisation. We assess also the neutral category (score 3). That category indicates difficulties in making a choice with regard to preferred acculturation orientation for ethnic cultural minorities.

The *Multicultural Attitude in the Working Environment (MCAW)* is measured by a 4 items scale, e.g., 'Cooperation between autochthonous Netherlands and Ethnic Cultural Minorities increase the effectiveness of Armed Forces' and 'The Dutch Armed Forces has to take into account different groups, like Ethnic Cultural Minorities' (5-point Likert scale, 1= totally not agree, 3=neutral, 5= totally agree). The current study shows a reliability of the MCAW scale of α = .81. In 2008 the reliability of the scale is α = .66 and in 2006 α = .72.

Experienced Social Safety Climate. To assess the experiences of the respondents with regard to situation of tolerance and acceptance of ethnic cultural colleagues in the direct working environment, respondents had to assess six items using a 5-point Likert scale (1= totally not agree, 3=neutral, 5= totally agree). E.g., 'At our department we positively accept the differences in cultures of colleagues' and 'At our department we take into account different traditions and habits of colleagues (e.g., eating habits, religious expressions, parties)'. Prevent research shows us reliabilities of α = .84 (Kruithof, 2001) and α = . 81 (Van den Berg et al., 2008) on the same scale. In the current study the scale also is reliable (α = .76).

Procedure

To assess the current multicultural attitudes of the employees of the Dutch Armed Forces, 4,100 men and women, service members and civil personnel received in June 2011 a fourteen pages questionnaire. In the first few weeks 600 employees responded. After the reminder, which was send one month later, another 650 people filled out the questionnaire. In total 1,251 employees filled out the questionnaire.

The questionnaire starts with questions about demographic topics, like gender, age, education level, salary scale, rank, and operational experiences and continues with topics about multiculturalism in the Dutch society, multiculturalism in the working environment of the Dutch Armed Forces, acculturation strategies of ethnic cultural minorities in the private (at home) and public (at school or at work) domain, and tolerance with regard to ethnic cultural colleagues (social safety climate). In addition, the questionnaire contains different topics which hypothetically are related to multicultural attitudes and preferred acculturation orientations. In the present paper we not further discuss this topics, we now only mention. It concerns views on diversity policy, frequency of contact and quality of relationship with ethnic cultural minorities in private and working context, experiences of subjective and realistic threat, work-related intergroup anxiety, and personal value orientations.

Service members as well as civilian employees of the Dutch Armed Forces are, based on the personnel administration of de Ministry of Defence, included in the survey following stratified random sampling method. Selected stratifies are the different Defence components, e.g., Managing Staff, Royal Air Force, Marine, Royal Army, Military Police, etcetera. In order to assess the changes in attitudes since 2006, we use the data from the surveys conducted in 2006 (Bosman et al., 2007) and 2008 (Van den Berg et al., 2009). In 2006 5,600 employees and in 2008 4,105 employees received a questionnaire with the same topics we described above. Response rates are 30 percent in 2011, 31 percent in 2008 and in 2006 37 percent of the employees responded.
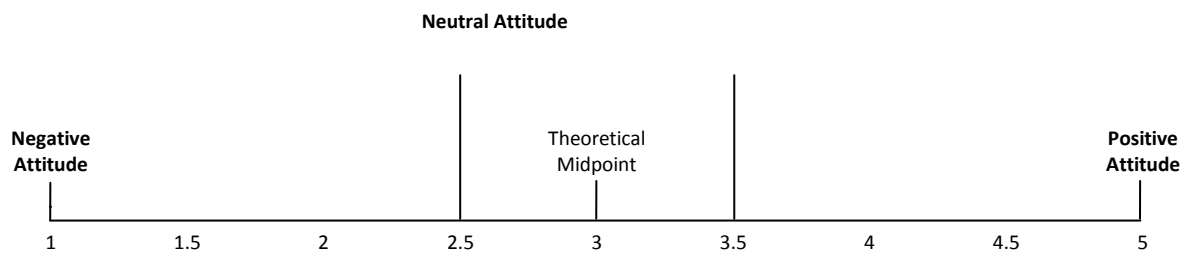
Results

Strategy of analysis

Firstly, we compare the three studies with regard to distributions of background variables in the three samples, based on Chi-square tests.

Secondly, in order to assess the attitudes of the participants of the three studies with regard to multiculturalism in society and in the working environment, and to assess the social safety climate employees experience, we compute the average sum scores on the items of the different scales. In Figure 2 we show what the scores mean. Since the possible scores on the MCA, MCAW, MA and Climate scale range between 1 and 5, the theoretical midpoint is 3.

Figure 2   Interpretation of scores on the attitude scales.

Neutral Attitude

Negative
Attitude

Theoretical
Midpoint

Positive
Attitude

| 1 | 1.5 | 2 | 2.5 | 3 | 3.5 | 4 | 4.5 | 5 |

Thirdly, we conduct Analysis of Variance in order to assess the significantly of the differences between attitudes of participants of the 2006, 2008 and 2011 surveys. With regard to preferred acculturation orientation and assessment of significant changes since 2006, we conduct Chi-square test.

Comparing background data of the participants of the 2006, 2008 and 2011 surveys

Based on chi-square test we assess if the current studied group correspondents with the research groups of 2006 and 2008 regarding the distribution of age groups, gender, ethnicity, salary scales civil employees, military rank, civilian and military employees, representation of defence components, operational experiences and years of service/employment in the Armed Forces.

2011 / 2008 surveys

Firstly we compare the respondents of the 2011 survey with the studied group in 2008. Both groups do not differ with regard to the number of ethnic cultural minorities and autochthonous employees in the sample (X^2 (1)= .205, $p > .05$), the number of military and civilian employees (X^2 (1)= 1.851, $p > .05$) and represented ranks (X^2 (4)= 7.525, $p > .05$). However, we found significant differences in number of male and female (X^2 (1)= 4.124, $p < .05$), operational experiences (X^2 (4)= 19.032, $p < .05$), education level (X^2 (2)= 13.884, $p < .05$), represented age groups (X^2 (4)= 54.788, $p < .05$), salary scales (X^2 (2)= 21.294, $p < .05$), the represented military units (X^2 (6)= 191.069, $p < .05$) and service years (X^2 (3)= 21.332, $p < .05$).

2011 / 2006 surveys

Secondly, concerning the comparison between the studied groups in 2006 and 2011 we found that both groups do not differ with regard to gender (X^2 (1)= .006, $p > .05$) and represented ranks (X^2 (4)= 5.920, $p > .05$). Both groups significantly differ in number of ethnic cultural minorities (X^2 (1)= 17.167, $p < .05$), education level (X^2 (2)= 13.743, $p < .05$), number of military and civilian employees (X^2 (1)= 85.250, $p < .05$), salary scales (X^2 (2)= 37.149, $p < .05$), operational experiences (X^2 (4)= 50.776, $p < .05$), service years (X^2 (3)= 14.142, $p < .05$) and represented military units (X^2 (5)= 629.562, $p < .05$). With regard to the age of the respondents no comparison is possible between 2006 and 2011. In the 2011 and 2006 surveys other age categories were submitted and only in the 2008 survey the age question was a open question.

2006 / 2008 surveys

Thirdly, the studied groups in 2006 and 2008 (Van den Berg, 2009) do not differ with regard to gender (X^2 (1)= .353, $p > .05$), education level (X^2 (2)= .841, $p > .05$), service years (X^2 (3)= 2.197, $p > .05$), salary level (X^2 (2)= 1.145, $p > .05$). We found significant differences with regard to age (X^2 (4)= 10.99, $p < .05$), rank (X^2 (5)= 36.84, $p < .05$), operational experiences (X^2 (5)= 48.50, $p < .05$), represented military units (X^2 (6)= 323.21, $p < .05$), representation of number of military and civilian employees (X^2 (1)= 35.14, $p < .05$) and number of ethnic cultural minorities (X^2 (1)= 4.14, $p < .05$).

Table 2   Significance equality and differences of studied groups.

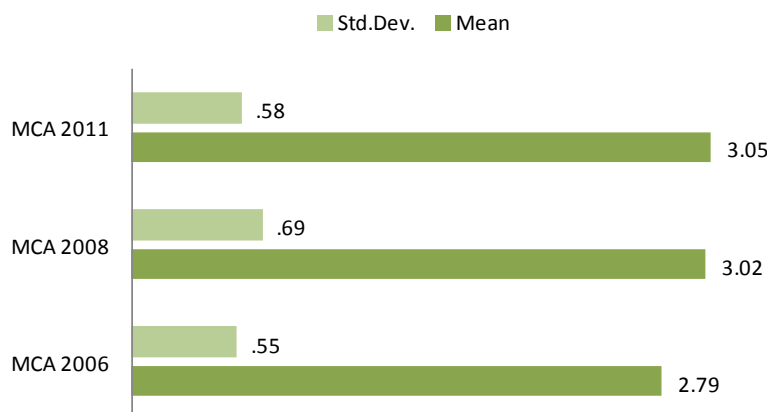|	Equal	Significant Different
2006 and 2008	Gender, Education Level, Service Years, Salary Level	Age, Rank, Operational experiences, Military Units, Military and Civilian Employees, Ethnicity
2006 and 2011	Gender and Rank	Ethnicity, Education Level, Military and Civilian Employees, Salary Scales, Operational Experiences, Service Years, Military Units
2008 and 2011	Ethnicity, Military and Civilian Employees, Rank	Gender, Education Level, Operational Experiences, Service Years, Military Units, Age, Salary Scales

In Table 2 we present a summary of the results we discussed above. The participants of the three surveys significant differ with regard to most of the background variables. This means that the possible differences between the three groups, in average scores on the attitude scales can be a result of the differences in the composition of the background variables in the three groups. In the definitive analyses, which will be published in 2012, we weight and control for the main background variables.

In Figure 3 to 6 we show the average scores of the respondents on respectively the MCA, MCAW, MA and Climate scale in 2006, 2008 and 2011. In Table 3 we present the preferences of the participants to the 2006, 2008 and 2011 surveys with regard to acculturation orientations of ethnic cultural minorities in the private and public domain.

Comparing attitudes and preferred acculturation orientations of the participants of the 2006, 2008 and 2011 surveys
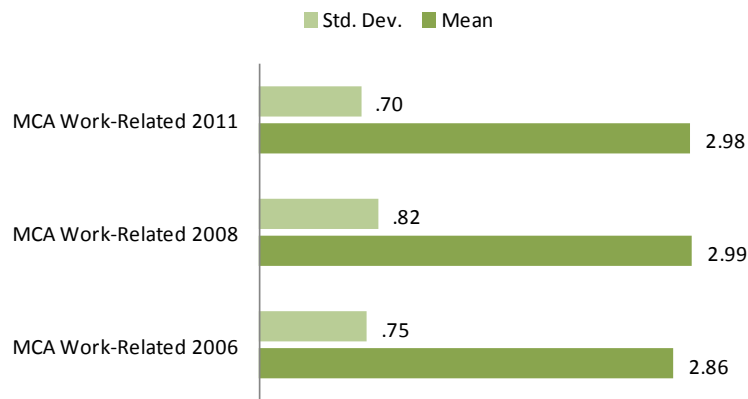
In Figure 3 we show the mean scores and standard deviations on the multicultural attitude scale. We see that since 2006 the multicultural attitude of the employees of the Dutch Armed Forces changes in a positive direction. Based on analyses of variance (Oneway ANOVA) we found prove that the multicultural attitude of respondents in 2006, 2008 and 2011 significant differ ($F = 93.767$, $df = 2$, sig.= $< .05$). However, Post Hoc Test Bonferonni shows no significance difference between 2008 and 2011. Concerning the interpretation of the mean scores on the scale, we see that the multicultural attitude of employees of the Dutch Armed Forces is still neutral. After all, between 2.5 and 3.5, and close near the theoretical midpoint.

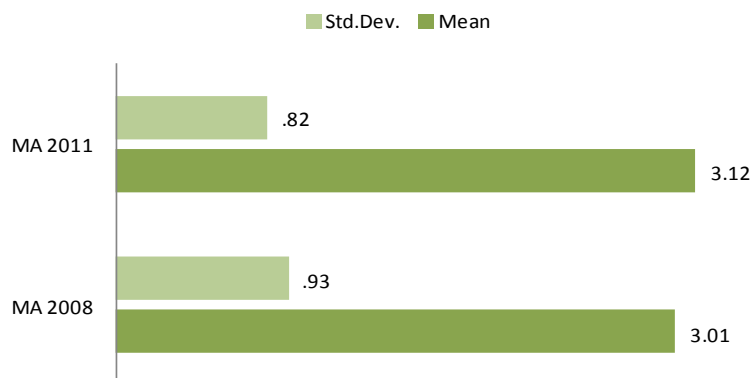Figure 3   Multicultural Attitudes (N=2,072 in 2006; N=1,289 in 2008; N=1,239 in 2011).

In Figure 4 we see that also the mean Work-Related Multicultural Attitude comes near by the theoretical midpoint in both 2008 and 2011 studies. Based on analyses of variance (Oneway ANOVA) we found that the Work-Related Multicultural Attitude of respondents in 2006, 2008 and 2011 significantly differ (F= 14.875, df= 2, sig.= < .05). Post Hoc Test Bonferonni shows no significant difference between 2008 and 2011. Anyway, since 2006 the Work-Related Attitude of the employees become more positive.

Figure 4   Work-Related Multicultural Attitudes (N=2,057 in 2006; N=1,289 in 2008; N=1,233 in 2011).
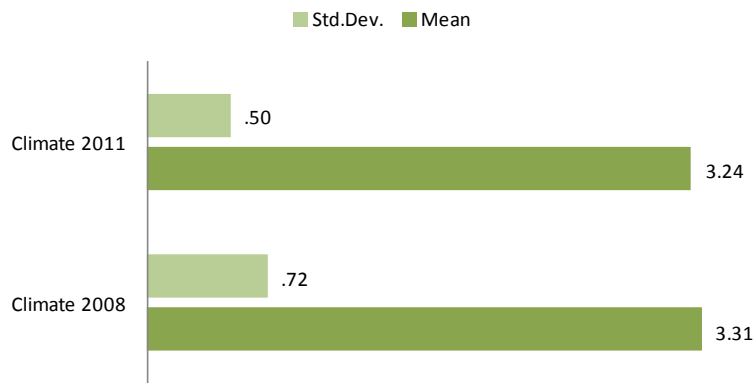

In Figure 5 we see small differences between 2008 and 2011 (MA is not included in the 2006 survey) with respect to the mean attitude towards Islamitic orientated people (Muslim Attitude). However, based on analyses of variance (Oneway ANOVA) we found that the Muslim Attitude of the respondents significant differ (F= 8.444, df= 1, sig.= < .05). Despite the fact that the scores indicate a neutral attitude, employees are more positive in 2011.

Figure 5   Muslim Attitudes (N=1,289 in 2008; N=1,238 in 2011).

Something opposite we see when consider the mean score on the climate scale (Figure 6). Based on analyses of variance (Oneway ANOVA) we find prove for de differences in the experienced acceptation and tolerance of ethnic cultural minorities in the direct working situation of the employees in 2008 and 2011 (F= 8.110, df= 1, sig.= < .05). This scale is not included in the 2006 survey, so comparison between the three studies is not possible. The experienced social safety climate with respect to tolerance of ethnic cultural colleagues and their cultural habits decreased since 2008.

Figure 6   Work-Related Social Safety Climate (N=1,270 in 2008; N=1,221 in 2011).

In Table 3 we show the acculturation orientations respondents of the 2006, 2008 and 2011 surveys prefer for ethnic cultural minorities in respectively the public and private domain. In all years respondents prefer separation in the private and assimilation in the public situation of ethnic cultural minorities. When ethnic cultural group members place a value on holding on to their original culture and at the same time wish to avoid interactions with others the separation orientation is defined (Berry et al., 2010, p. 4). When this orientation is enforced by the larger part of the society we use the concept segregation. In the context of our study there is no question of enforcing, however the employees of the Dutch Armed Forces prefer the separation strategy in the private domain.

In contrast – and when preferred by the larger society we call it *melting pot* – when individuals do not wish to maintain their cultural heritage and seek daily participation with other cultures in the larger society they assimilate (Berry et al., 2010, p. 4). Employees prefer this acculturation strategy in for example the working situation of ethnic cultural minorities. In the public domain employees of the Armed Forces do not want to be confronted with the non-Dutch cultural habitats of their ethnic cultural colleagues.

An interesting finding is also that in 2006 53.2 percent of the respondents answered the two items for measuring acculturation in the private domain with neutral, in 2008 26.4 percent and in 2011 29.6 percent of the respondents. For the two items that measure acculturation strategies in the public domain applies that in 2006 25.7 percent, in 2008 21.3 percent and in 2011 30.9 percent of the respondents has chosen the neutral answering option.

Table 3   Attitudes towards acculturation orientation in the private and public context (%).

Ethnic cultural minorities should maintain their ethnic culture in the private context (e.g., at home)				Yes	No
Ethnic cultural minorities should adapt themselves to the Dutch culture and society in the private context (e.g., at home)	2006	Yes		8.3	7.0
	2008			14.2	4.8
	2011			10.2	4.0
				Integration	Assimilation
	2006	No		21.7	9.8
	2008			49.2	5.4
	2011			52.8	3.4
				Separation	Marginalisation

Ethnic cultural minorities should maintain their ethnic culture in the public context (e.g., at school or at work)				Yes	No
Ethnic cultural minorities should adapt themselves to the Dutch culture and society in the public context (e.g., at school or at work)	2006	Yes		5.5	65.6
	2008			9.4	64.8
	2011			6.2	59.2
				Integration	Assimilation
	2006	No		1.2	2.0
	2008			1.9	2.6
	2011			1.9	1.8
				Separation	Marginalisation

Chi-square tests show us that in general the differences between the three studied groups are significant. Concerning the preferred acculturation orientations in the public domain we found no significant differences between 2006 and 2011 regarding marginalization (X^2 (1)= .236, $p > .05$) and integration (X^2 (1)= .099, $p > .05$), and that 2008 and 2011 do not significantly differ with regard to the preference of separation in the public domain (X^2 (1)= .117, $p > .05$). In Conclusion, the preference of assimilation orientation of ethnic cultural minorities in public domain significantly decrease since 2006. Preference of separation in the private situation of ethnic cultural minorities increases since 2006.

Conclusion and discussion

Since 2006 the multicultural attitude (MCA and MCAW) of the employees of the Dutch Armed Forces has changed, and has become more positive. Comparing the 2011 and 2008 surveys, also the attitude of employees towards Islamitic orientated people (Muslim Attitude) become more positive. The social safety climate, i.e., the extent of experienced tolerance of ethnic cultural colleagues and the acceptance of their cultural habits in the direct working environment, is slightly decreased in 2011. In 2011 less employees than in the other survey years preference assimilation of ethnic cultural minorities in the public domain. Finally, since 2006 there is more support for separation in the private situation of ethnic cultural minorities.

Schalk-Soekar et al. (2006) wondered how strong or changeable multicultural and related attitudes actually are. They measured multicultural attitudes and views on the adaption and cultural maintenance of Turkish-Dutch immigrants among 3,678 Dutch mainstreamers in 1998, 2001, and 2004. Different respondents were involved in the three survey years, but same instruments were used for measuring attitudes. The study shows that multicultural attitudes are strong and stable over time. Over time Dutch mainstreamers stayed slightly negative towards multiculturalism.

When comparing the work-related multicultural attitude of employees of the Dutch Armed Forces (Figure 3) and their attitude towards a multicultural society (Figure 4), we only see strong changes between the attitudes of the participants of the 2006 and 2008 surveys and the 2006 and 2011 surveys. The 2008 and 2011 surveys not significant differ with regard to attitudes towards multiculturalism in society and working environment. Muslim Attitudes of respondents and the social safety climate in 2008 significant differ comparing with 2011, and both attitudes are clearly changeable. We found the same for the preferred acculturation orientations in public and private domains.

In conclusion, the stability of attitudes depends of the survey years (societal events) we compare, the nature of attitudes and the studied population (and composition of background characteristics). However, the question remains why some attitudes change, while other related attitudes are stable over years, and how attitudes can be positively influenced. Previous studies and international literature does not present a consistent image of how negative or positive attitudes arise and of the changeability of stability of multicultural attitudes (Schalk-Soekar et al, 2006). Different studies show how multicultural attitudes, attitudes towards ethnic cultural minorities and demographic variables are associated, and how cultural and value orientations of people, and societal factors determine peoples' attitudes towards ethnic cultural minorities (e.g., Stephan et al., 1999; Stephan et al., 2000; Arends-Toth et al., 2003; Bosman et al., 2007; Van den Berg et al., 2008; Leong, 2008). But a clear consistent picture is missing.

Presumably, the most and only stable determinant of the nature of multicultural attitudes is the ethnic cultural background of the respondents. Richardson et al. (2010) compared the multicultural attitude of employees of the Dutch (Van den Berg, 2008) and the Belgium Armed Forces and found clear differences. The compared studies conducted in 2008. The Belgian researchers plan to replicate their 2008 survey in 2012. Richardson et al. (2010) found small but significant differences in scores on the multicultural attitude and Muslim attitude of the Dutch and Belgium employees. Dutch employees are more 'neutral' in their attitude toward ethnic cultural minorities and Muslims than their Belgian colleagues. Belgian employees report a slightly 'negative' attitude. With regard to the preference of acculturation strategies, employees of both Belgium and Dutch Armed Forces do not really support ethnic cultural minorities integrate in the private as well as in the public domain. In both countries, employees prefer clearly separation of ethnic cultural minorities in the private, and assimilation of ethnic cultural minorities in the public domain. In addition, Belgian military employees are far more in favor when ethnic cultural minorities adapt the dominant culture than the Dutch employees. Finally, the attitude of the Belgian employees towards the climate of acceptation and tolerance of ethnic cultural colleagues and their cultural habits in the direct working environment is more neutral, while Dutch employees are slightly more positive.

Arends-Tóth & van de Vijver (2003) compared views on multiculturalism and acculturation orientation of Turkish migrants between Dutch majority (N = 1,565) and Turkish-Dutch minority (N = 185) members. They found that the Dutch majority members on average have a neutral attitude towards multiculturalism in the Netherlands, and that they prefer assimilation above integration of Turkish migrants in all life domains. Turkish-Dutch minority members show a more positive attitude towards multiculturalism in the Netherlands, and they make a distinction in public and private domains when assessing acculturation orientations of Turkish migrants. They prefer integration in public domains, and separation in private domains. With regard to the public domains Dutch majority and Turkish minority both agree that Turkish migrants should adapt the Dutch culture, however concerning the private domains the views of the Dutch and Turkish substantially differ.

Based on the 2011 survey we examine how multicultural attitudes and their nature can be explained. This concerns the second part of the Research Project. The first part we discussed in present paper and contains a comparison of the 2006, 2008 and 2011 surveys, to assess changes in multicultural attitudes of employees of the Dutch Armed Forces. The second part, so not yet discussed in present paper, contains the examination of the relationship between attitudes and

demographic characteristics of the participants of the 2011 survey, and the relationship between attitudes and topics like perceived subjective and realistic threat, intergroup anxiety, and personal value orientations of the participants of the current study. Results will be presented in the next Inter-University Seminar of Armed Forces and Society in Chicago.

Literature

Andriessen, I., & Phalet, K. (2002). Acculturation and school success: A study among minority youth in the Netherlands. *Intercultural Education, 13*(1), 21-36.

Arends-Toth, J., & Van de Vijver, F. J. R. (2003). Multiculturalism and acculturation: Views of Dutch and Turkish-Dutch. *European Journal of Social Psychology, 33*, 249-266.

Berry, J. W. (1984). Multicultural Policy in Canada: A social psychological analyses. *Canadian Journal of Behavioural Science, 16*(4), 353-370.

Berry, J. W., Poortinga, Y. H., Segall, M. H., & Daren, P. (1992). *Cross-cultural psychology. Research and applications*. Cambridge: Cambridge University Press.

Berry, J. W. (1997). Lead article. Immigration, Acculturation, and Adaption. *Applied psychology: an international review, 46*(1), 5-68.

Berry, J. W., & Kalin, R. (1995). Multicultural and Ethnic Attitudes in Canada: An overview of the 1991 national survey. *Canadian Journal of Behavioural Science, 27*, 301-320.

Berry, J. W., & Sabatier, C. (2010). Acculturation, discrimination, and adaptation among second generation immigrant youth in Montreal and Paris. *International Journal of Intercultural Relations*, *34*(3)**,** 191-207.

Bosman, F., Richardson, R., & Soeters, J. (2007). Multicultural tensions in the military? Evidence from the Netherlands armed forces. *International Journal of Intercultural Relations, 31*(3), 339-361.

CBS (2010). Jaarrapport Integratie 2010. Den Haag/Heerlen: Centraal Bureau voor Statistiek.

Coenders, M., Lubbers, M., & Scheepers, P. (2003). Majorities' Attitudes toward Minorities. In *European Union Member States. Results from the standard Eurobarometers 1997-2000-2003. Report 2 for the European Monitoring Centre on Racism and Xenophobia. Ref.no. 2003/04/01.*

Hoedemaekers, I. (2009). Motieven voor vrijwillige uitstroom van Etnisch Culturele Minderheden bij Defensie. Nederlandse Defensie Academie.

Leong, C. H. (2008). A multilevel research framework for the analyses of attitudes toward immigrants. *International Journal of Intercultural Relations, 32*(2), 115-129.

Miller, L., & Moskos, C. (1995). Humanitarians or Warriors? Race, gender, and combat status in operation 'Restore Hope'. *Armed Forces & Society, 21*(4), 615-637.

Pettigrew, T. F., Christ, O., Wagner, U., & Stellmacher, J. (2007). Direct and indirect intergroup contact effects on prejudice: A normative interpretation. International Journal of Intercultural Relations, *31*, 411-425.

Richardson, R., Bonneu, M., Resteigne, D. (2010). *Cultural Diversity in the Dutch and Belgian Armed forces: a Cross National Comparison.* Breda: Netherlands Defence Academy.

Schalk-Soekar, S. R. G., Van de Vijver, F. J. R., & Croon, M. A. (2006). Strength of Multicultural Attitudes: A Longitudinal Study among Dutch Mainstreamers. In S. Schalk-Soekar, *Multiculturalism. A Stable Concept with Many Ideological and Political Aspects* (pp. 79-101). Dissertation, Tilburg University.

Soeters, S., & Van der Meulen, J. (Eds.) (2007). *Cultural diversity in the armed forces*. London, New York: Routledge.

Stephan, W. G., & Stephan, C. W. (1999). Anxiety in intergroup relations: A comparison of anxiety/uncertainty management theory and integrated threat theory. *International Journal of Intercultural Relations, 23*(4), 613-628.

Stephan, W. G., Diaz-Loving, R., & Duran, A. (2000). Integrated threat theory and intercultural attitudes. Mexico and United

States. Journal of Cross-Cultural Psychology, 3(2), 240-249.

Van den Berg, I. P. G. L., Richardson, R. A. L., & Op den Buijs, T. P. (2008). Kleur bekennen II. Etnisch Culturele Diversiteit door de ogen van de Defensiemedewerker. Breda: Research Paper 2009/06. Faculteit Militaire Wetenschappen. Nederlandse Defensie Academie.