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Wellbeing at the Workplace: Examining Differences between Ethnic Majority and Ethnic Minorities in Subjective Wellbeing, Mediated by Effort-Reward Imbalance, Job Strain and Organizational Commitment

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Abstract

The Netherlands has faced an immense increase in ethnic diversity in less than half a century since the immigration flows in to the country. This increase in ethnic diversity at organizations makes it important to understand how the wellbeing of ethnic minority employees differs from that of employees who belong to the ethnic majority. The aim of this study is to explore whether a difference exists between ethnic minority employees and ethnic majority employees with regard to subjective wellbeing (SWB) at workplace. Furthermore, this study investigates the extent to which this difference between ethnic minority and ethnic majority is mediated by effort-reward imbalance, job strain, and organizational commitment. A total of 165 participants including 85 ethnic majority employees and 80 ethnic minority employees were included into analyze to determine the differences between these groups. Although, ethnic minority employees have higher job strain, higher Effort-Reward Imbalance (ERI), and lower organizational commitment than that of ethnic majority employees, the results revealed that there is not a significant difference between ethnicity with respect to subjective wellbeing at workplace. Additionally, it was found that these mediators did not mediate the relationship between ethnicity and SWB except Job strain.

Keywords: Ethnicity, ethnic minority employees, ethnic majority employees, subjective wellbeing, effort-reward imbalance, job strain, organizational commitment

Wellbeing at the Workplace

Recently, ethnicity at workplace has become increasingly important in scientific literature and within organizations due to the rise in ethnic diversity in the Netherlands over the last 50 years (Oerlemans, Peeters, & Schaufeli, 2008). With the massive influx of non-Western immigrants from the 1970s onwards, the Netherlands has turned into an immigration country (Zorlu & Latten, 2009). The percentage of the working population that has at least one parent who is not native Dutch has increased steadily from about 13% in 1996 to 18% in 2009 and approximately 25% in 2013 (CBS, 2013).

Moreover, this change has caused significant shifts in ethnic diversity at work and in literature. According to Perez et al. (2012) and Nieuwenhuijsen et al. (2015), there is a lack of research on the different treatments received by ethnic minorities and possible relationships between ethnicity and wellbeing. On the other hand, research has identified a strong negative relationship between wellbeing and turnover compared to a positive relationship between wellbeing and performance (Page & Vella-Brodick, 2009). Therefore, the increase in ethnic diversity in organizations makes it important to understand how the wellbeing of ethnic minority employees differs from that of employees belonging to the ethnic majority.

According to Stevenson and Wolfers (2013), despite recent studies revealing that the gap between ethnic minority and majority has decreased, no attempts were made to determine the indicators behind these declines. Oudhof (2006) also agreed about the existence of a gap in the literature on ethnic minorities and subjective wellbeing (SWB). Hence, literature still does not explain the reasons for the difference between these two groups regarding SWB. Focusing on the reasons for this gap, Oudhof (2006) explained that it is due to fallacy of the preferred language in studies. The investigations, including questionnaires about ethnic minorities and SWB, were conducted in the main language of the country. Since ethnic minority groups live in places where their main language is not used, research including measurements about this specific group, was mostly conducted in their second language. Such systematic bias leads to a major obstacle for the population coverage by studies. However, due to a time limit, language of the questionnaire could not be translated into ethnic minority participants' main language in this research. English was chosen for the language of the questionnaire as it is the second used language in the Netherlands. Adding to the reasons behind the gap, several studies indicated that ethnic minorities are difficult to survey primarily due to cultural differences, language barrier, sociodemographic characteristics, and high mobility (Feskens, Lensvelt-Mulders, & Schmeets, 2006; Feskens, Kappelhof, Dagevos, & Stoop, 2010; Stoop, 2005). In a recent meta analyses, Jackson, Joshi,

and Erhardt (2003) concluded that about 75% of all studies on work-group diversity examined outcomes on a group-work level, such as group-work performance, while limited attention was paid to studying the effects of ethnic diversity in group-work on individual level outcomes such as employee wellbeing (Oerlemans et al., 2008). Therefore, considering a closer examination of working life, there seems to be a lack of research regarding the link between ethnicity and employee wellbeing. This research aims to contribute to the aforementioned gap regarding working life in literature (see Oerlemans et al., 2008; Stevenson & Wolfers, 2013) by determining the differences between the two ethnic groups (minorities and majority) at workplace on SWB and the extent to which such differences are mediated.

Theoretical Background

Ethnicity

An ethnicity can be defined as a nation or group that shares one or all the following criteria: a common nationality, culture, language, race, religion, or descent. Members of ethnic groups identify themselves by what they share including origin, appearance, religion, language, culture, and history (Nationaal Kompas Volksgezondheid, 2016). Instead of dividing the participants as non-Western minorities and Western minorities, the main groups are included as ethnic minorities and ethnic majority in this research. The reason for this categorization is to draw an appropriate framework to present differences between these main groups. Herein, "ethnic majority" will be used to denote employees whose both parents were born in the Netherlands, and "ethnic minority" will be used to denote employees whose at least one parent was born outside the Netherlands.

Subjective Wellbeing

Recently, measures of so-called subjective wellbeing (SWB) (for example, self-reported happiness) have gained prominence and are receiving increasing attention from scientists, policy makers, and the public (van Hoorn, 2009), especially during the past three decades (Diener, Sapyta, & Suh, 1998). SWB refers to people's self-evaluated, self-analyzed, or experienced wellbeing (Kahneman & Krueger, 2006; Stiglitz, Sen, & Fitoussi, 2009) and is defined as "people's positive evaluations of their lives" (Diener & Seligman, 2004, p. 1).

Importance of SWB is seen by examining the relevant studies. For instance, research shows that individuals scoring high on SWB are healthier and live longer and they are also more successful in marriages, friendships, income levels, and careers (Lyubomirsky, King, & Diener, 2005). Moreover, George and Brief (1992) claimed that people experiencing higher SWB tend to become more engaged and involved in their work, earn more money, have better relations with supervisors and co-workers, and are better organizational citizens.

At the individual level, SWB provides resources that can be directed toward innovation and creativity in thoughts and actions (Ostir, Markides, Black, & Goodwin, 2000). Moreover, organizations that foster their employees' SWB have been shown to reflect better financial performance (Morrow, 2010) at the organizational level. At the societal level, SWB enables the smooth functioning of work organizations and, in turn, democratic systems. Put differently, high SWB at the individual level can spill over and benefit the overall society by enabling it to function more effectively (Diener & Biswas-Diener, 2008). Therefore, it can be concluded that SWB is indeed essential for the all employees and organizations.

The "Guidelines on Measuring SWB" (2013) provides scientific framework on measuring people's experience and evaluations of particular domains in life, such as satisfaction with their financial status or their health status as well as measures of "meaningfulness" or "purpose" in life (often described as "eudaimonic" aspects of SWB). Based on this explanation, the definition of SWB encompasses three elements: *Life evaluation, affect, and eudaimonia*. First, *life evaluation* is a reflective assessment of a person's life or some specific aspects of it. Pavot et al. (1991) describe the process of making an evaluation of this sort as involving the individual constructing a "standard" that they perceive appropriate for themselves and then comparing the circumstances of their life to that standard (OECD, 2013). Second, *affect* is the term used to describe a person's feelings. While an overall evaluation of life can be captured in a single measure, affect has at least two distinct hedonic dimensions, namely positive affect and negative affect (Diener, Suh, Luca, & Smith, 1999; Kahneman, Diener, & Schwarz, 1999). Positive affect captures positive emotions such as the experience of happiness, joy, and contentment. However, negative affect comprises the experience of unpleasant emotional states such as sadness, anger, fear, and anxiety (OECD, 2013). Third, *eudaimonia* refers to a sense of meaning and purpose in life or good psychological functioning. In particular, substantial literature focuses on the concept of good psychological functioning sometimes referred to as "flourishing" or "eudaimonic" wellbeing (Deci & Ryan, 2008; Huppert et al., 2009; New Economics Foundation, 2009). The eudemonic approach is based on the theory that people have underlying psychological needs for their lives to have meaning, a sense of control over their lives, and connections with other people (Ryff, 1989).

Ethnic Minorities and Subjective Wellbeing

A research from 20 countries, including 36,000 respondents, revealed that SWB is significantly lower among ethnic minority members than ethnic majority members (Hooghe & De Vroome, 2015). This result was supported by another study conducted by Safi (2010). Moreover, research conducted in the United Kingdom showed that ethnic minority groups (Bangladeshi, African, Caribbean, and Black British) reported lower rating than ethnic majority groups (white British) at all indicators of SWB measure (Tinkler & Hicks, 2011) which consists of life satisfaction, eudomania, and affects (OECD, 2013). Therefore, in line with literature, we expect ethnic minority employees to show lower SWB than ethnic majority employees in the Netherlands.

Hypothesis 1: The subjective wellbeing of ethnic minorities is lower than that of ethnic majority.

Organizational Commitment

Organizational commitment has become a keystone in both management and behavioral science over the last 30 years (Muthuveloo & Che Rose, 2005). Many studies have found positive relationships between organizational commitment and employee behaviors, such as tasks performance, higher employee retention, better work attendance, increased willingness to engage in citizenship behavior, and higher delivery of service quality (Nehmeh, 2009). It can be defined as a belief or feeling that one is accepted by the organization and is compatible with its goals and values, and such commitment also includes a willingness to build the organization (Porter, Steers, Mowday, & Boulian, 1974).

Meyer and Allen (1990) proposed a three-component model of organizational commitment that includes affective commitment (individuals wish to be attached to the organization), continuance commitment (individuals believe that they need to stay at the organization), and normative commitment (individuals feel they ought to remain at the organization). A person can display these three types of commitment, and each has a different effect on the organization's performance. In terms of the relationship between wellbeing and organizational commitment, wellbeing has been found to have a positive correlation with affective and normative commitment and negative correlation with continuance commitment (Jain, Giga, & Cooper, 2008).

The Effect of Ethnicity on Organizational Commitment

Social identity theory confirms the similarity attraction paradigm, proposing that individuals are identified with several social groups from which they derive a positive social identity and build self-esteem (Turner, 1982). An individual who is demographically dissimilar to most other organizational members might perceive that their identity is being threatened and will have an increased awareness of the characteristics of their own demographically dissimilar group (Riordan & Shore, 1997). Consequently, dissimilarity will lead to lower commitment to the group as an individual affect.

In line with the literature on relational demography, Tsui, Egan, and O'Reilly (1992) found that increased demographic dissimilarity in workgroups was associated with lower levels of organizational commitment. In this research, we investigate this dissimilarity in terms of ethnicity at workplace. According to Watanabe (2010), ethnic minority members had lower organizational commitment than ethnic majority members (Whites). This is consistent with the findings from other previous studies (Callister, 2006; Rosser, 2004). Therefore, having differences between ethnic minority employees and ethnic majority employees in terms of organizational commitment is expected.

These differences in organizational commitment can have a tremendous impact on organizational outcomes since it has significant behavioral consequences on organizations. For example, Mathieu and Zajac's (1990) and Riketta and Van Dicks's (2005) meta analyses showed that committed employees are more motivated, loyal, and satisfied with the organization, are less likely to leave the organization, and under most circumstances, will perform better than employees who are not committed. However, there is a lack of empirical evidence that addresses the extent to which minority versus majority members would feel committed to their organization (Rupert, Jehn, Engen, & Reuver, 2009).

The Effect of Organizational Commitment on SWB

Organizational commitment is associated with SWB (Feather & Rauter, 2004; Knoop, 1995). More precisely, an increase in organizational commitment strengthens SWB, and this positive relationship between both variables is reciprocal (Herrera & Tores, 2019). Therefore, organizational commitment is one of the mediators between ethnicity and SWB. In other words, compared to ethnic majority employees, ethnic minority employees are expected to reveal different organizational commitment results which influence SWB.

Hypothesis 2: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is mediated by organizational commitment.

Job Strain

According to the Job-Demand-Control (JDC) model (Karasek, 1979; Karasek & Theorell, 1990), job demands and less latitude in decision-making lead to job stress. The objective of Karasek (1979) theory was to determine whether employees exposed to high job strain, a combination of high psychological demand, and low decision latitude, have higher psychological distress than workers who are not exposed to high strain. Another objective was to determine whether social support at work can be utilized to determine the association between job strain and psychological distress (Bourbonnais, Brisson, Moisan, & Vézina, 1996). Workers with high job strain have been found to score higher on burnout and mental fatigue and show higher rates of hypertension, coronary artery disease, and psychosomatic health complaints (Guan et al., 2017). Consequently, a relationship seems to exist between job strain and wellbeing.

The Effect of Ethnicity on Job Strain

Ethnicity and job strain were found to be significantly associated (Bennett et al., 2006). An in-depth study conducted in the United States revealed that ethnic minority workers were 2.9 times more likely to report job strain than ethnic majority workers in the same occupational class (Hurtado & Guillermo-Wann, 2012). Moreover, migrant workers

(which is ethnic minority employees in this case) experience more quantitative job demands, fewer opportunities for development, and greater insecurity than non-migrant workers (which means ethnic majority employees) (Perez et al., 2012). Based on these results, it is expected to see that ethnic minority employees show higher job strain than ethnic majority employees in this research.

The Effect of Job Strain on SWB

When employees have the opportunities of developing their abilities with abilities, job prospects, courses as "job resources," SWB tends to be higher (Bryson, John, & Stokes, 2014; Warr, 2009). Conversely, when "job demands" are particularly high, SWB tends to be lower (Bryson et al., 2014). This finding is in line with several other studies (Jonge et al., 2001; Karasek, 1979). Some researchers have claimed that job resources could buffer the effects of job demands (such as job burnout) on SWB (Bakker, Demerouti, Taris, Schaufeli, & Schreurs; Bakker, Demerouti, & Euwema, 2005). Therefore, while there is a negative relationship between job demands and SWB, a positive relationship is found between job resources and SWB (Molina-Sánchez, Ariza-Montes, Ortiz-Gómez, & Leal-Rodríguez, 2019). Based on these results, ethnic minority employees are expected to experience higher job strain and lower SWB than ethnic majority employees.

Hypothesis 3: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is mediated by job strain.

Effort-Reward Imbalance (ERI)

The effort-reward imbalance (ERI) model proposes that work characterized by both high effort (high cost) and low reward (low gain) leads to a sustained strain reaction (Siegrist, Siegrist, & Weber, 1986). Effort includes obligations or job demands, and occupational rewards include money, esteem, job security, and career opportunities. Besides efforts and rewards, overcommitment (that is, a personality characteristic) is a crucial aspect of the model. Essentially, the ERI model includes three main assumptions which could be categorized as (1) the extrinsic ERI hypothesis: high efforts combined with low rewards increase the risk of poor health; (2) the intrinsic overcommitment hypothesis: a high level of overcommitment increases the risk of poor health; and (3) the interaction hypothesis: employees reporting an extrinsic ERI and a high level of overcommitment have an higher risk of poor health (Van Vegchel, De Jonge, Bosma, & Schaufeli, 2005). Moreover, it is expected that such imbalances are related to poor SWB. Additionally, employees who exert high effort and received low rewards had an elevated risk of emotional exhaustion and depersonalization and reduced job satisfaction (Van Vegchel et al., 2005).

The Effect of Ethnicity on ERI

Over the past years, the ERI model has gained popularity (especially in European research) and has been applied to various health outcomes by numerous studies. (Van Vegchel et al., 2005). However, the relationship between ethnicity and ERI has not yet been investigated. Therefore, the potential relationship between ethnic minorities and ERI was explored in this study by examining relevant contexts.

Font, Moncada, Llorens, and Benavides (2012) found that immigrant workers (that is symbolized, "ethnic minority workers" in the research) in Spain experience more quantitative job demands (effort), lower possibilities for development, and higher insecurity (reward) than ethnic majority Spaniards. Moreover, a study was performed in the United Kingdom with 700 ethnic minority employees and 590 ethnic majority employees to understand the challenges and barriers in career progression through the comparison of these two different ethnic groups. In the results of the study, ethnic minority employees were found particularly dissatisfied with their experiences of job rewards such as management and career progression (Chartered Institute of Personnel and Development, 2017). Additionally, a more significant number of ethnic minority employees than white British employees stated that their career to date has failed to meet their expectations with respect to job rewards (CIPD, 2016). Additionally, ethnic minority employees were found to be less likely to be offered promotions compared to ethnic majority employees (CIPD, 2016). According to Wood and Wybron (2015), people from ethnic minority groups are more likely to be poorly paid and be less able to secure opportunities for job progression or employment which match their skills and abilities compared to white British group. Hence, ethnic minorities' efforts remained unaddressed with a lack of rewards.

Although overall work satisfaction did not differ significantly, satisfaction in various domains, mostly related to job recognition (such as salary, work content, or career development) was significantly lower for cultural minority employees (Hofhuis , Van der Zee, & Otten, 2012). The aforementioned investigation entailed cultural minority employees but similar results might be expected for ethnic minority employees.

Additionally, Brynin and Guveli (2012) revealed that in Britain, inequalities between ethnic minorities and ethnic majority in education and occupational positions decreased but less so in earnings which is one of the job rewards in the ERI model.

Despite the insufficient number of empirical studies about ethnic minorities regarding ERI, these relevant investigations are sufficient to expect a potential difference between ethnic majority and ethnic minorities on ERI.

The Effect of ERI on SWB

Studies examining the relationship between ERI and SWB were not found. Therefore, we verified the studies that include the terms "wellbeing" and "ERI" because Emmons and Diener (1985) claimed that an individuals' reports of SWB levels are likely to be similar to reports of level of wellbeing. Evidence has shown that ERI impacts psychological wellbeing, self-rated health, psychological health (such as burnout or depression), and health behaviors (such as smoking or alcohol consumption) as well as bodily symptoms and physical diseases (for instance, cardiovascular diseases) (Siegrist, 2010; Tsutsumi & Kawakami, 2004; Van Vegchel et al., 2005). Moreover, other studies have found associations between ERI and poor health and wellbeing (Dai, Collins, Yu, & Fu, 2008; Salavecz et al., 2010; Simon et al., 2008). Based on the aforementioned evidences and similarities between SWB and wellbeing, a comparison between ERI and SWB can be made. Thus, we presume that ERI negatively affects SWB.

Finally, the ERI is expected to explain some of the differences in SWB between ethnic minority and ethnic majority employees.

Hypothesis 4: The difference between ethnic majority and ethnic minority employees in terms of subjective wellbeing is mediated by ERI.

Figure 1

Proposed Model of the Relationships between Ethnicity, Organizational Commitment, ERI, Job Strain, and Subjective Wellbeing

The above conceptual model summarizes the direction and theory of this research. Ethnic minorities have lower SWB than ethnic majority, and this relationship is expected to be mediated by organizational commitment, job strain, and ERI. Although the difference between the two ethnic groups regarding SWB was determined, the extent to which this difference impacts subjective wellbeing should also be known. Therefore, the extent to which ethnicity and SWB are mediated by ERI, job strain, and organizational commitment should be determined.

Hence, I posit the following research question: *To what extent do the differences between ethnic majority and ethnic minorities predict subjective wellbeing, and to what extent is the relationship between ethnicity and subjective wellbeing mediated by ERI, job strain, and organizational commitment.*

Methods

Participants

This research sample consisted of employees who live in the Netherlands and are currently working as remunerated employees in a Dutch company. Employees who work for non-profit organizations were also included if they are paid. The number of participants was calculated using G*Power analysis (G*Power 3.1.9.4.) which is a tool to determine statistical power at analysis. The sample size was estimated using a power calculation based on 0.41 unit reduction in the wellbeing level in the between ethnic majority and ethnic minorities. This research involves two groups, namely ethnic majority and ethnic minority. A total of 190 participants (95 ethnic majority employees and 95 ethnic minority employees) were required to detect a significant difference between the ethnics groups at an 80% power level and an error of 5% (See Appendix for G power output). However, due to time limit, a total of 172 participants (85 ethnic majority employees and 87 ethnic minority employees) were included into the analysis. Male and female were not categorized this variable was not planned to be included into the analysis process. The questionnaire was written in English.

Data Collection

Data was collected from the organizations' employees through my own network. In other words, data collection for this research was conducted with an online survey questionnaire tool which was shared across online mediums to reach the planned sample size. In addition, individuals such as colleagues, friends, and family members were contacted and informed of the research by email. Nevertheless, this research did not target any specific organization and therefore does not hold any responsibilities of presenting the process of a company.

Procedure

To inform participants of the purpose of this study, we included a written briefing as part of the measurement tool. The researcher emphasized anonymity, confidentiality, and purpose of research in this written briefing. Questionnaires were provided through online survey tools, and confidentiality was outlined at the beginning of the questionnaires. Informed confidentiality was necessary to conform to APA Ethics Code Standard 4.07 and to use confidential information for didactic or other purposes. Since these purposes meet our expectations, we did not apply for ethnic approval. Moreover, participants received a weblink that directed them to an online questionnaire webpage where they could answer questions either through mobile or desktop mediums.

Measurements

This study did measure four constructs: organizational commitment, job strain, ERI, and SWB. The scope of some of the items had to be reduced to enable participants to answer the survey in the approrpiate duration. These shortenings were done by selecting the most relevant questions with the aim of this research. Besides, demographic questions were limited to asking only ethnicity.

Demographic Questions

Ethnicity. The present study did categorize ethnicity by first asking participants whether both their parents were born in the Netherlands (Alder, 2001).

Main Variables

Subjective Wellbeing Subscale. OECD's (2013) SWB scale core module was used. The module includes a single question on overall life satisfaction. This question is intended to capture the respondents' evaluative judgement of how their life is going while imposing the minimum level of respondent burden. The second question captures the eudaimonic concept of whether the tasks undertaken by the respondents in their life are worthwhile. Three questions on affect were also included as a group and were intended to provide a minimal set of questions to characterize the affective state of the respondent on the previous day. At the end of this measurement, SWB had an overall score by averaging all answers of all questions in this scale.

Andrews and Crandall (1976) reported the validity of the SWB scale. Different single-item measures of SWB provide similar results, and of the total variance in single items, approximately 64% is "valid variance." Validity can be increased further using composite multi-item indicators; a five-item scale would typically have approximately 80% valid variance. For this scale, five-item scale and five-point Likert style was used.

Job Strain Scale. Job strain in relation to SWB among various ethnicities was based on the job content questionnaire (JCQ) which had three subscales that together constitute job strain: psychological job demands (nine items), job-decision latitude (job control) (nine items), and social support (eight items) (Karasek et al., 1998). Alves, Chor, Faerstein, Lopes, and Werneck (2004) found that the Cronbach's α ranged from 0.72 for Demand dimension to 0.63 for Control dimension and 0.83 for Support dimension.

Demand subscale in this research includes a total of four questions andthe scope is shortened with respect to the aim of the research. Additionally, the answer options are presented in a Likert-type scale (1–4), ranging from "frequently" to "never/almost never."

Control subscale was shortened to five questions, and the answer options are similar to those of the Demands subscale, which is presented in a Likert-type format (1–4), ranging from "frequently" to "never/almost never."

Last subscale in JCQ is the Support subscale which includes three items and four answer options arranged in a Likert-type format, ranging from "strongly agree" to "strongly disagree". Finally, one measurement for job strain was obtained by averaging all the three subscales.

Effort-Reward Imbalance Scale. ERI outcomes were measured by using the ERI questionnaire (Siegrist & Peter, 1996). The measurement of the ERI model at work is restricted to self-report data for three reasons. First, it combines descriptive and evaluative information on perceived demands (effort) and rewards. Second, it requires information on personal coping characteristics (overcommitment). Third, information on distant working conditions (such as job security, promotion prospects, adequacy of salary in view of training) could not be collected by other techniques (Siegrist et al., 2004). However, effort and reward components were used in this research, and overcommitment subscale was excluded since this study is not relevant to personal coping characteristics. Eliminating this irrelevant part provides clearer framework for presenting the differences of ERI on ethnic minority employees and ethnic majority employees.

The original ERI model questionnaire consists of 22 Likert-scaled items. All questions refer to the present occupation, and participants are asked to indicate the extent to which the items reflect their typical work situation. Additionally, , Siegrist, Li, and Montano (2014) [i]found that all the Cronbach's α coefficients for the effort-reward model were higher than 0.70, suggesting satisfactory internal consistency (Cronbach's alpha of 0.74 for "effort", 0.79 for "reward", and 0.79 for "overcommitment").

In this research, ERI model includes two subscales: *Effort Subscale* (6 items) was shortened to four items and *Reward Subscale* (11 items) was shortened to seven items with regard to the relevancy to this research. Likert five-point scale, ranging from "strongly agree" to "strongly disagree" was used as an answer option for both subscales.

Organizational Commitment Scale. The organizational commitment survey (revised version) (Meyer et al., 1993) is a self-rated, multi-factorial measure which contains 18 items and three subscales, namely affective, continuance, and normative commitment. Meyer et al. (1993) reported internal consistency reliability coefficients (Cronbach's alphas) for affective commitment (0.82), continuance commitment (0.74), and normative commitment (0.83).

The revised version of affective commitment subscale utilized four items from six, continuance commitment was shortened from six to four items, and normative commitment was shortened to four items, which seemed more relevant to this research. A five-point scale, ranging from "strongly agree" to "strongly disagree" was used as an answer option for all subscales. This scale aims to include three output variables which are AC, CC, and NC.

Data Analysis

This section presents the analysis and results of the survey. As for the quantitative part of the data analysis, two independent-sample tests, descriptive statistics, frequencies, and correlational statistics were used.

Data Analysis

Firstly, Reliability analysis was applied for each subscales that are Effort-Reward Imbalance, Organizational commitment and Job Strain.

1) Reliability Analysis

A total of 172 participants were participated into the survey. Missing value was determined in the Organizational commitment scale, for the question of "Right now, staying with my organization is a matter of necessity as much as desire" and in the Job Strain scale, for all questions when answers were participant based. Therefore, missing value analysis was applied in order to provide Means value of group based values.

In regard to EM Means table, with sig=0.980 > 0.05, it is seen that the missing values in these questions can be assigned a value. Therefore, the average values of the relate series are assigned to each missing value part.

Table 1:

EM Means

EM Means[a]

Item 5.2	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7	Item 8	Item 9	Item 10	Item 11	Item 12
2,479	2,164	2,580	2,479	2,889	2,847	3,034	2,544	2,754	3,186	2,157	2,093	2,350

a. Little's MCAR test: Chi-Square = 4.789, DF = 13, Sig. = .980

The adapted items were tested for their reliability by using Cronbach's Alpha Test. When the coefficient of Cronbach's Alpha is closer to 1.0, it shows greater internal consistency of the items (Gliem and Gliem, 2003). Therefore, in this study, for the Effort

Reward Imbalance questionnaire, the coefficient value of .713 (See Table 2) indicates the validity and reliability of the items used in the questionnaire (Cronbach, 1951).

Table 2:

Reliability Statistics of the Ethnic Minority and Majority for ERI

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.713	.677	11

As a result of the reliability analysis, the results of the item-total statistics were checked over in order to determine the reliability score, in relation to that which questions should be removed. Within this scope, the question of "Over the past few years, my job has become more and more demanding" was excluded since it is aimed to increase the score of the reliability to 0.824.

Table 3:

Item Total Statistics for ERI

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Item 1	25.4186	29.894	-.480	.405	.790
Item 2	26.0872	27.063	-.174	.238	.746
Item 4	24.8256	32192	-.613	.427	.824
Item 5	257209	20.647	.652	.614	.650
Item 8	25.7442	19.981	.681	619	.641
Item 9	25.6744	19.227	.815	.805	.621
Item 10	25.5407	19.139	.817	.836	.619
Item 11	25.3779	18.681	.771	.692	.619
Item 12	25.6802	19.295	.670	.672	.637
Item 13	25.1395	18.039	.744	.703	.617
Item 14	24.7907	22.061	.377	.490	.690

Within the scope of the study, with the removal of the 4th question of ERI, Cronbach's Alpha increased to 0.888. Additionally, with the removal of the 1st and 2nd question, Cronbach's Alpha was increased to 0.921 (see Table 4)

Table 4:

Reliability Statistics for ERI

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.921	.922	8

Consequently, three questions of the ERI scale (i.e. "I have constant time pressure due to a heavy workload", "I have a lot of responsibility in my job", "Over the past few years, my job has become more and more demanding") were not included in the scope of the analysis.

Cronbach's Alpha was found 0.528 as a result of the reliability analysis for the Organizational commitment. However, the Cronbach Alpha values was increased to 0.723 when three items (i.e. tablosundan "I do not feel any obligation to remain with my current employer", "I do not feel emotionally attached to this organization" and "I do not feel a strong sense of belonging to my organization") were removed from item-total statistics.

Table 5:

Reliability Statistics for Organizational Commitment

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.723	.721	9

Cronbach Alpha was found 0.541 as a result of the reliability analysis for the Job Strain scale. Therefore, 3 questions (i.e. "Does your job require doing same things over and over again?", "Does your work require too much effort?" and "Do you have to work intensively?") of the scale were removed from item-total statistics. With this exclusion, Cronbach Alpha increased to 0.804 (see Table 6).

Table 6:

Reliability Statistics for Job Strain

Cronbach's Alpha	Cronbach's Alpha Based on	N of Items

	Standardized Items	
.804	.796	9

The next analysis will continue with the remained questions as a result of the reliability analysis.

2) Normality Assumptions

2.1 Test of Normality

SPSS v.22 software was used to analyze the data. The data were transferred to SPSS for the statistical analysis, descriptive statistics such as mean scores, standard deviations, skewness and kurtosis were calculated to see an overall view about the perspectives towards the ERI, Organizational Commitment and Job Strain in the survey. According to Dörnyei (2018), in quantitative research, the sample should have a normal distribution as a basic requirement. When the sample size of the groups is smaller than 50, the Shapiro-Wilk test is found to be more suitable for a normal fitting test (Liang, et al. 2019). In this study, Kolmogorov – Smirnov is used to calculate the groups. For ERI and Organizational Commitment, according to the sig. values of Kolmogorov – Smirnov < 0.005 that means there are not a normal distribution for those. On the other side, Job Strain sig. Value > 0.05 that means there is a normal distribution.

Table 7:

Test of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ERI_Mean	.090	172	.002	.974	172	.003
OC_Mean	.076	172	.017	.987	172	.100
JS_Mean	.065	172	.071	.991	172	.350

[x]. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

2.2 Variation Coefficients

Variation Coefficient is calcuated with the help of the descriptive statistics, it was analyzed whether the data had a normal distribution or not. For the normal distribution assumptions, there are some certain conditions that are sought, Variation coefficients should be below 30% when Std. Deviation/Mean ratio. According to the variation coefficient results received, this current study is normally distributed. In the ERI this rate is 30%, Organizational Commitment this rate is 27.9% and Job Strain results this rate is %21.8 (See Table 8).

Table 8:

Descriptive Statistics for each groups

			Statistic	Std. Error
ERI	**Mean**		2.5414	.05846
	95% Confidence Interval for Mean	Lower Bound	2.4260	
		Upper Bound	2.6568	
	%5 Trimmed Mean		2.5187	
	Median		2.5000	
	Variance		.588	
	Std. Deviation		.7664	
	Minimum		1.13	
	Maximum		4.75	
	Range		3.63	
	Interquartile Range		1.00	
	Skewness		.475	.185
	Kurtosis		-.017	.368

			Statistic	Std. Error
Org. Commitment	**Mean**		2,7464	.04076
	95% Confidence Interval for Mean	Lower Bound	2.6660	
		Upper Bound	2.8269	
	%5 Trimmed Mean		2.7408	
	Median		2.7778	
	Variance		.286	

			Statistic	Std. Error
	Std. Deviation		.53461	
	Minimum		1.56	
	Maximum		4.56	
	Range		3.00	
	Interquartile Range		.78	
	Skewness		.221	.185
	Kurtosis		.208	.368

			Statistic	Std. Error
Job Strain	**Mean**		2.6439	.04402
	95% Confidence Interval for Mean	Lower Bound	2.5570	
		Upper Bound	2.7308	
	%5 Trimmed Mean		2.6433	
	Median		2.5997	
	Variance		.333	
	Std. Deviation		.57728	
	Minimum		1.22	
	Maximum		4.11	
	Range		2.89	
	Interquartile Range		.78	
	Skewness		.088	.185
	Kurtosis		-.408	.368

2.3 Skewness- Kurtosis Statistics

For a normal distribution, ISkewness StatisticI < ISkewness Std. Error * 2I and IKurtosis StatisticI < IKurtosis Statistic Std. Error *2I values should be provided. According ERI results, I-0.475I>I0.185*2I does not show a normal distribution for the skewness, and I--0.017I<I0.368*2I shows a normal distribution for the kurtosis. According to Organizational Commitment results, I0.221I < I0.185*2I shows a normal distribution for the skewness, and I0.208I < I0.368*2I shows a normal distribution for the kurtosis and lastly according to Job Strain results I0.088I < I0.185*2I shows a normal distribution for the skewness, and I-0.408I < I0.368*2I shows a normal distribution for the kurtosis.

2.4 Q-Q Plots

For all variables, the points on the Normal Q-Q plots chart are scattered over or close to the line. This situation indicates the normal distribution. The fact that this line is very steep or horizontal indicates that the normal distribution has been removed. For ERI, Organizational Commitment and Job Strain variables, we can say that this curve in the Normal Q-Q- plot is not too steep or too curved and this indicates the normal distribution. In the Detrended Q-Q plot chart, the fact that the points show a random distribution above and below the horizontal line on the chart is an expected situation for normal distribution. A total 7 questionnaires with extreme values with multiple normal distribution test were deleted due to being outliers.

Graph 1: Q-Q Plot for Effort Reward Imbalance
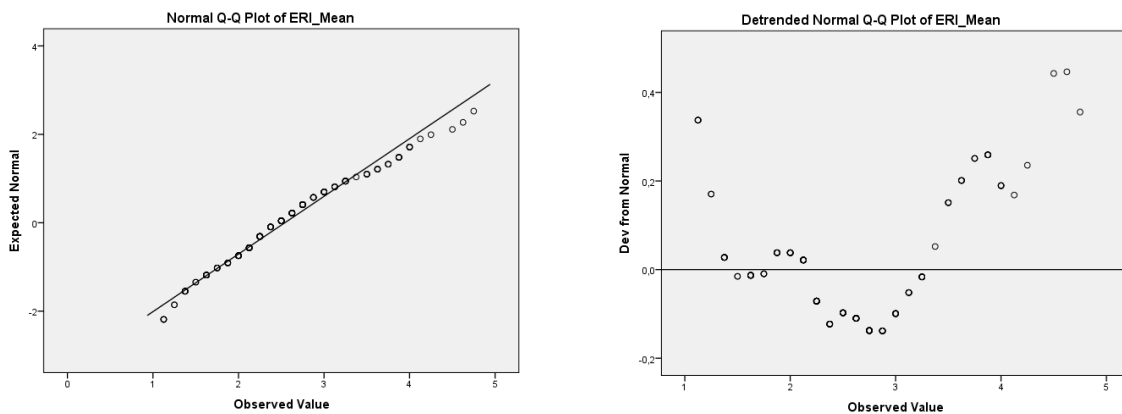
Graph 2: Q-Q Plot for Organizational Commitment
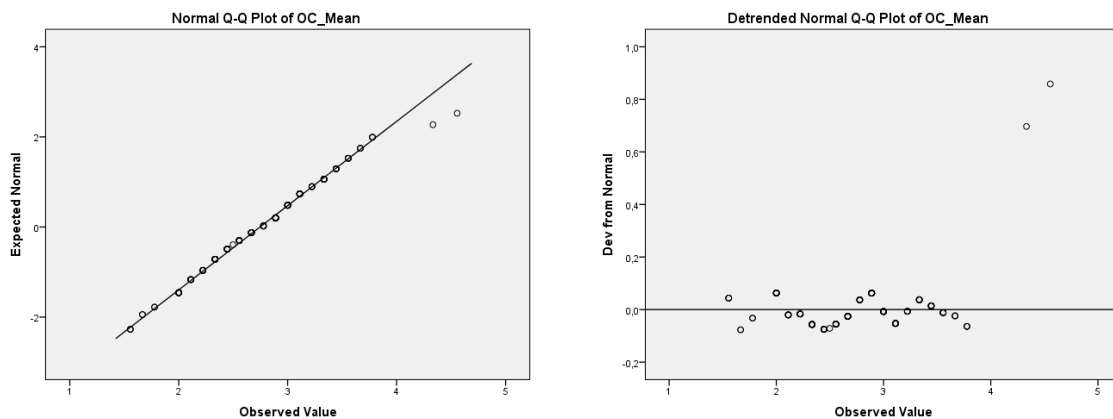
Graph 3: Q-Q Plot for Job Strain
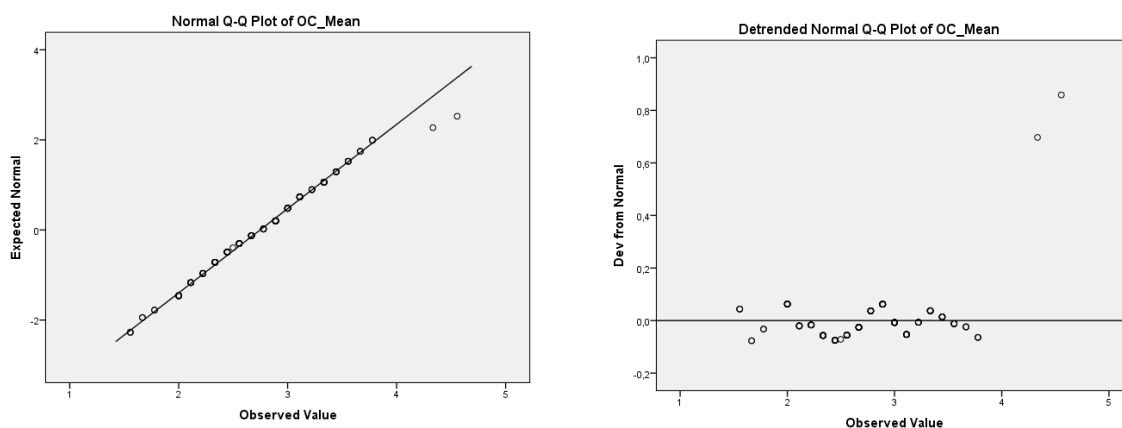
Since the data is normally distributed, it is continued to investigate the relationship between the groups with an independent t-test (Table 9). First, it is analyzed whether the variances are distributed equally or not. Based on the results of the significant value for ERI sig. value = 0.164 >0.05, for Organizational Commitment sig. value = 0.210 > 0.05 and Job Strains sig. Value =0.631> 0.05 mean that all groups have an equal variances assumption the null hypothesis is accepted and this concludes that variances are dispersed equally.

Based on conclusion which is showed above, it is also checked whether there is a significant difference between ethnic majority employees and ethnic minority employees. According to ERI, Since Sig. (2-tailed) = 0.000< 0,05, the null hypothesis is rejected, and this means that there is a significant difference between ethnic majority employees and ethnic minority employees. According to Organizational Commitment, Since Sig. (2-tailed) = 0.049< 0.05, the null hypothesis is rejected, and this means that there is a significant difference between ethnic majority employees and ethnic minority employees. Lastly, according to Job Strain, Since Sig. (2-tailed) = 0.029< 0.05, the null hypothesis is rejected, and this means that there is a significant difference between ethnic majority employees and ethnic minority employees.

Table 9:

Independent Sample t-Test

	Levene's Test for Equality of Variances	t-test for Equality of Means		
		Sig.	Mean	Std. Error	95% Confidence

		F	Sig.	t	df	(2-tailed)	Difference	Difference	Interval of the Difference	
									Lower	Upper
ERI	Equal variances assumed	1.953	.164	6.221	163	.000	.61213	.09840	.41783	.80644
	Equal variances not assumed			6.203	159.186	.000	.61213	.09868	.41724	.80703
Org. Com.	Equal variances assumed	1.583	.210	-1.979	163	.049	-.15283	.07722	-.30532	-.00035
	Equal variances not assumed			-1.971	156.713	.051	-.15283	.07755	-.30601	.00035
Job Strain	Equal variances assumed	.232	.631	2.201	163	.029	.18795	.08539	.01935	.35656
	Equal variances not assumed			2.196	159.881	.030	.18795	.08559	.01892	.35699

		F	Sig.	t	df	(2-tailed)	Difference	Difference	Interval of the Difference	

Mediator-based questions were examined to understand the differences between ethnic majority employees and ethnic minority employees.

Additionally, it is important to emphasize the type of Likert-scale and its values since the values of Mean rank are examined by this perspective (see below).

The Conversion of Questionnaire Scale Value

No.	Response	Scale Value
1.	Strongly Agree	1
2.	Agree	2
3.	Not Sure	3
4.	Disagree	4
5.	Strongly Disagree	5

Effort-reward Imbalance

Responses are given to the questions corresponding to the ERI scale; Independent sample t-test is used for each question that was evaluated under the hypothesis below:

H_0: There is no significant difference between the groups

H_1: There is a significant difference between the groups.

All the results of Asymp. Sig. (2-tailed) = 0.000 < 005 indicates that there was a significant difference between Ethnic majority employees and ethnic minority employees according to each questions which are indicated in table 10.

Table 10:

Differences between ethnic minorities and ethnic majority on ERI items

I experience adequate support in difficult situations

	N	Mean	Std. Deviation	Sig. (2-tailed)
E Minority	80	2.600	.7892	.000
E. Majority	85	1.894	.6177	

I am treated unfairly at work

	N	Mean	Std. Deviation	Sig. (2-tailed)
E Minority	80	2.7125	1.02121	.000
E. Majority	85	1.8235	.67571	

My job promotion prospects are poor				
E Minority	80	3.2500	.98726	.000
E. Majority	85	2.3765	.97561	

My current occuptional position adequately reflects my education and training				
E Minority	80	2.525	.9805	.000
E. Majority	85	1.906	.5695	

Considering all my efforts and achievements, I receive the respect and prestige I deserve at work				
E Minority	80	2.563	.8089	.000
E. Majority	85	2.000	.7237	

Considering all my efforts and achievements, my work prospects are adequate				
E Minority	80	2.675	.7920	.000
E. Majority	85	2.165	.8288	

Considering all my efforts and achievements, my salary/income is adequate				
E Minority	80	2.888	.8858	.000
E. Majority	85	2.247	.8578	

Organizational Commitment

Responses are given to the questions corresponding to the Organizational Commitment scale; Independent sample t-test is used for each question that was evaluated under the hypothesis below:

H_0: There is no significant difference between the groups

H_1: There is a significant difference between the groups.

All the results of Asymp. Sig. (2-tailed) = 0,000 < 0.05 indicates that there was a significant difference between Ethnic majority employees and ethnic minority employees according to each questions which are indicated in table 11.

Table 11:

Differences between ethnic minorities and ethnic majority on Organizational commitment questions

I would be very happy to spend rest of my career with this organization				
	N	Mean	Std. Deviation	Sig. (2-tailed)
E Minority	80	2.850	.8434	.000

E. Majority	85	2.294	.6514

I really feel as if this organization's problems are my own

	N	Mean	Std. Dev	Sig.
E Minority	80	2.813	.8582	.029
E. Majority	85	3.094	.7811	

Right now, staying with my organization is a matter of necessity as much as desire

E Minority	80	2.275	1,0060	.000
E. Majority	85	2.759	.7013	

Too much of my life would be disrupted If I decided I wanted to leave my org. now

E Minority	80	2.188	.9014	.041
E. Majority	85	2.447	.6987	

I feel that I have too few options to consider leaving this organization

E Minority	80	2.363	1.1165	.000
E. Majority	85	2.976	.9126	

Job Strain

Responses are given to the questions corresponding to the Job Strain scale; Independent sample t-test is used for each question that was evaluated under the hypothesis below:

H_0: There is no significant difference between the groups

H_1: There is a significant difference between the groups.

All the results of Asymp. Sig. (2-tailed) = 0,000 < 0.05 indicates that there was a significant difference between Ethnic majority employees and ethnic minority employees according to each questions which are indicated in table 12.

Table 12:

Differences between ethnic minorities and ethnic majority on Job strain questions

Do you have enough time to do everything?

	N	Mean	Std. Deviation	Sig. (2-tailed)
E Minority	80	2.818	.7927	.000
E. Majority	85	2.118	.7466	

Does your work involve conflicting demands?

E Minority	80	2.724	.8260	.004
E. Majority	85	3.094	.7962	

There is quiet and pleasent atmosphere at my place of work

E Minority	80	2.364	.8600	.000
E. Majority	85	1.788	.7253	

I get along well with my supervisor

E Minority	80	2.617	1.0230	.000
E. Majority	85	1.988	.7479	

In the next section, Mann-Whitney U test was applied since the data is not a normal distribution.

Table 13:

Mann-Whitney U Testing for Ethnicity on SWB

Categories	N	Mean Rank	U	Sig.
SWB				
Ethnic Minority	80	86.10	3.152	0.415
Ethnic Majority	85	80.08		

$H_{0:}$ *:* There is not a significant diffirence between ethnicity on subjective wellbeing

$H_{1:}$ There is significant diffirence between ethnicity on subjective wellbeing

Since Sig. (2-tailed) = 0.415> 0.05 H_0 is accepted and meaning that there is not a difference between ethnic minority employees and ethnic majority employees on subjective wellbeing. According to Mean Rank values, it is indicated that The subjective wellbeing of ethnic minorities is almost equal to ethnic majority. This result showed that Hypothesis 1 of this research, *Ethnic majority employees and ethnic minority employees have a difference in terms of SWB,* is rejected.

Table 14:

Spearman's Correlation Testing Between SWB and Organizational Commitment

	N	Correlation	Sig.
E. Majority and E. Minority	165	-.051	.514

H$_0$: *: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is not mediated by Organizational commitment.

H$_1$: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is mediated by Organizational commitment.

Since Sig. (2-tailed) = 0,514> 0.05 H$_0$ is accepted and meaning that there is not a direct effect of Organizational commitment on Ethnic Minorities' And Majority's subjective wellbeing. As a result, Hypothesis 3 of this research, *The difference between ethnic majority and ethnic minorities in terms of SWB is mediated by Organizational commitment,* is rejected.

Table 15:

Spearman's Correlation Testing Between Subjective welbeing and Job Strain

	N	Correlation	Sig.
E. Majority and E. Minority	165	-.316	.000

H$_0$: *: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is not mediated by Job strain.

H$_1$: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is mediated by Job strain.

Since Sig. (2-tailed) = 0,000< 0.05 H$_0$ is rejected and meaning that there is a direct effect of Organizational commitment on Ethnic Minorities' And Majority's subjective wellbeing. As a result, Hypothesis 4, *The difference between ethnic majority and ethnic minorities in terms of SWB is mediated by job strain,* is accepted as a result of this correlation.

Table 16:

Spearman's Correlation Testing Between SWB and ERI

	N	Correlation	Sig.
E. Majority and E. Minority	165	-.133	.090

$H_0:$: The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is not mediated by ERI

$H_1:$ The difference between ethnic majority and ethnic minorities in terms of subjective wellbeing is mediated by ERI

Since Sig. (2-tailed) = 0.090> 0.05 H_0 is accepted and meaning that there is not a direct effect of ERI on Subjective wellbeing of Ethnic minority employees and Ethnic majority employees. Therefore Hypothesis 2 of this research, *The difference between ethnic majority and ethnic minorities in terms of SWB is mediated by ERI,* is rejected.

Discussion

This section discusses the difference between ethnic minority employees and ethnic majority employees on SWB and the effects of mediators (i.e. organizational commitment, ERI and job strain).

First of all, it was hypothesized that the relationship between ethnicity and SWB is mediated by ERI in the beginning of the research. As it is explained below in detail, ethnic minority employees revealed higher ERI compared to that of ethnic majority employees. However, ERI did not mediate the relationship between ethnicity and SWB.

Moreover, there was no significant difference between ethnic majority and ethnic minority employees regarding the responsibilities they have in the workplace. As such, responsibilities in the workplace do not depend on ethnicity. While there was a significant positive feedback from ethnic majority individuals about receiving enough support in difficult times, ethnic minority individuals reported otherwise. Similarly, answers given to the statement 'I am treated unfairly at work' showed significant difference between the groups; ethnic minority employees reported this treatment more.

Participants acknowledged that job promotion prospects are poor, but such affected ethnic minority employees more than ethnic majoriy employees who did not have any

complaint. This result affirmed that job promotion is lower among ethnic minority employees than ethnic majority employees, which is in line with another study (CIPD, 2017).

Ethnic majority individuals generally considered their working positions suitable in relation to their education. On the contrary, this topic generated significant negative feedback from ethnic minority individuals. Based on this result, it can be said that ethnic minority employees have lower job rewards than ethnic majority employees.

Answers to the statement 'Considering all my efforts and achievements, I receive the respect and prestige I deserve at work' revealed a significant difference between the groups. Ethnic minorities indicated that they do not receive sufficient respect and prestige corresponding to their efforts and achievements at work.

For the statement 'Considering all my efforts and achievements, my work prospects are adequate', a significant difference was found between the groups. This finding is supported by negative feedback among ethnic minority employees who claim that their salary is not sufficient. In line with the hypothesis of Wood and Wybron (2015), which found that ethnic minority employees earn lesser than ethnic majority employees who provided generally positive opinions.

According to relevant studies, ethnic minorities revealed higher ERI and lower SWB (Dai, Collins, Yu, & Fu, 2008; Font, Moncada, Llorens, & Benavides, 2012; Salavecz et al., 2010; Simon et al., 2008). In this research, ethnic minorities showed higher ERI while there is not a significant difference on SWB. In other words, ethnic minority employees and ethnic majority employees had different results on the effort-reward imbalance scale. However, effort-reward imbalance did not mediate the relationship between ethnicity and SWB. In other words, the mediation affect of ERI does not explain the difference between ethnic minority employees and ethnic majority employees.

According to the other hypothesis, the relationship between ethnicity and SWB is mediated by organizational commitment. Although ethnic minority employees revealed lower organizational commitment compared to that of ethnic majority employees, Organizational commitment did not mediate the relationship between ethnicity and SWB.

Firstly, there was a significant difference between answers given to the statement 'I would be very happy to spend rest of my career with this organization'. Ethnic minority employees are less tend to keeping the same job consistency. Additionally, participants also

differ in their answers to the statement 'Too much of my life would be disrupted if I decided I wanted to leave my organization now'. Results indicate that ethnic minority employees feel this effect more, whereas ethnic majority employees are more likely to take risks about leaving the organization. It is significant to state that while three-component model of organizational commitment scale (i.e. affective commitment, continuance commitment and normative commitment) was included into the survey, only normative commitment questions had significant differences between ethnic minority employees and ethnic majority employees. Therefore, it could be said that ethnic minorities feel more necessity to remain at the organization. In the previous study, wellbeing has been found to have a negative correlation with continuance commitment (Jain, Giga, & Cooper, 2008). However, a difference between ethnic minorities and ethnic majority on SWB has not been found in this research.

Additionally, for the statement 'I really feel as if this organization's problems are my own', a significant difference was found between these groups. This finding is supported by negative feedback among ethnic majority employees. Although, they tend to spend their rest of career with the same organization, it is revealed that problems at work is not the part of their own life. Although ethnic minority employees demonstrated lower level of organizational commitment, the mediation affect of organizational commitment is not sufficient to explain the difference between these groups on SWB in regard to analysis. To clarify, the difference between ethnic majority and ethnic minorities in terms of SWB is not mediated by organizational commitment. This result rejects one of the hypothesis in this research.

According to the last hypothesis, the relationship between ethnicity and SWB is mediated by Job strain. The results revealed that ethnic minority employees obviously have more job strain and lower SWB compared to ethnic majority employees. It was observed that answers to the question 'Do you have enough time to do everything?' revealed a significant difference between the groups. Ethnic majority individuals stated that they have sufficient time to do different activities, ethnic minority employees stated otherwise. It is obviously seen that while ethnic minority employees do not have quiet and pleasent atmosphere at place of work than that of ethnic majority employees. As a result, it was also observed that ethnic minority employees showed less satiscfaction in the workplace.

Moreover, there was a significant difference between answers given to the statement 'Does your work involve conflicting demands'. Even though, ethnic majority employees have a better atmosphere and good relationship wtih supervisor at work, they also have more conflicting demands while working. These results are in line with the hypothesis of Hurtado and Guillermo-Wann (2012) about higher job strain among ethnic minorities.

Consequently, job strain explains the difference between these groups on SWB, Although there is a slight difference between these groups on SWB. Hence, it can be said that job strain mediates this relationship. To clarify, the difference between ethnic majority and ethnic minorities in terms of SWB is mediated by job strain. This result confirms that the only proved hypothesis of this research is about mediation effect of Job strain on the relationship between ethnicity and SWB.

Conclusion

This study did not confirm the primary hypothesis that ethnic minority employees' SWB is lower than ethnic majority employees in the workplace. The results contradict the hypothesis of the studies of Hooghe and De Vroome (2015), Safi (2010) and OECD (2013). In other words, it could not be said that ethnic minorities are less satisfied, less happy, more worried, and more depressed than ethnic majority employees as previous studies claimed.

Moreover, results indicate that the relationship between ethnicity and SWB is not mediated by organizational commitment, although ethnic minorities revealed lower organizational commitment. While ethnic minorities stay with their organizations due to necessity, ethnic majorities feel more comfortable about pursuing work in other organizations.

Furthermore, it is hypothesized that ethnic minority employees experience more job strain compared to ethnic majority employees which is supported by the results of the research. Job strain was found higher among ethnic minority employees compared with ethnic majority employees. In detail, it was found that ethnic minorities had higher job demands, lower job resources, and lower support compared to ethnic majorities. Furthermore, Job strain mediated the relationship between ethnicity and SWB.

The added value of the current study is regarding the relationship between ethnicity and ERI, as only a few studies in the literature have explored this relationship. Ethnic minority employees showed higher effort but received lower reward compared to ethnic

majority employees. However, the correlation between ethnicity and SWB was not mediated by the ERI.

Strengths, Limitations, and Recommendations for Further Studies

Like all research, this study has both strengths and limitations. The first strength is the categorization of the groups. Most studies on ethnic differences in the workplace have been conducted to compare Western minorities and non-Western minorities. In this research, primary differences were determined by comparing ethnic majority and ethnic minorities. A different approach to the division of ethnic groups could contribute another perspective to the era. Additionally, this type of specific comparison underlines the practical implications of diversity in the workplace.

The most significant limitation of this research is the Covid-19 pandemic in the Netherlands due to which, the questionnaires were distributed during the quarantine. Most employees were working from home when they were asked to contribute to the research by answering the questionnaire about SWB. This unexpected and immediate change may have influenced their attitude towards organizational commitment, which is one of the mediators in this study. Additionally, this process may have changed the employees' feelings of satisfaction, worth, happiness, worry, and depression, which are indicators of SWB. Fortunately, we focused on examining the difference between groups instead of focusing on exact levels in each group. However, we do not know how this pandemic has affected these groups differently and how this difference could have impacted the results of the study.

In the literature review, the language fallacy appeared to be the reason few studies have been conducted on ethnicity and SWB (Feskens, Lensvelt-Mulders, & Schmeets, 2006; Feskens, Kappelhof, Dagevos, & Stoop, 2010; Oudhof, 2006). Preparing the questionnaire in the native language was recommended. However, this was not possible due to time constraints and the possibility of less participation for this study; therefore, we were not able to address this gap. It is recommended that further investigations consider this aspect.

Demographic questions were minimized to ensure absolute anonymity. Participants were not asked their age, job title, or gender. Demographic information was limited to ethnicity and working process at the organization. Gender and age could provide greater insight about the research population when analyzing SWB in the workplace. Including more demographic information is thus highly recommended for future studies.

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Appendix

G power output

t tests - Means: Difference between two independent means (two groups)

Analysis: A priori: Compute required sample size

Input:	Tail(s)	= Two
	Effect size d	= 0.4101
	α err prob	= 0.05
	Power (1-β err prob)	= 0.80
	Allocation ratio N2/N1	= 1
Output:	Noncentrality parameter δ	= 2.8264192
	Critical t	= 1.9726627
	Df	= 188
	Sample size group 1	= 95
	Sample size group 2	= 95
	Total sample size	= 190

Actual power   = 0.80

Ethnicity and Subjective wellbeing Questionnaire

Q1 This is a survey study and being done to investigate "Whether ethnic minorities and ethnic majority has effect on Subjective wellbeing". This questionnaire does not include any sensitive information and participation is completely voluntary. All data will be collected as confidential and used for only research purposes. The whole survey will take around 5 mins to complete. If you have any questions about this study, please contact with the researcher: e.ozer2@students.uu.nl Additionally, consent will be provided separately, please answer the following statement: "I give my permission for my data to be used for research, and I agree to take part in this study. I understand that this confidential data will be used only for research:"

- Yes I consent
- No I do not consent

Q2 How long have you been working for this organization?

Q3 Please write down the country of your birth:

Q4 Please write down the country of your mother's birth:

Q5 Please write down the country of your father's birth:

Q6 The following question asks how satisfied you feel, on a scale from 0 to 10. Zero means you feel "Not at all satisfied" and 10 means "Completely satisfied"
(Not at all satisfied 1 2 3 4 5 6 7 8 9 10 Completely satisfied)
- Overall, how satisfied are you with life as a whole these days?

Q7 The following question asks how worthwhile you feel the things you do in your life area, on a scale from 0 to 10. Zero means you feel "Not at all worthwhile" and 10 means "Completely worthwhile"

(Not at all worthwhile 1 2 3 4 5 6 7 8 9 10 Completely worthwhile)

- Overall, to what extent do you feel the things you do in your life are worthwhile?

Q8 The following questions ask about how you felt yesterday on a scale from 0 to 10. Zero means you did not experience the feeling "at all" yesterday while 10 means you experienced the feeling "all of the time" yesterday. You will now read a list of ways you might have felt yesterday.

(Not at all 1 2 3 4 5 6 7 8 9 10 All of the time)

- How happy did you feel yesterday?

(Not at all 1 2 3 4 5 6 7 8 9 10 All of the time)

- How about worried?

(Not at all 1 2 3 4 5 6 7 8 9 10 All of the time)

- How about depressed?

Q9 Please answer the following statements on a scale from "Strongly agree" to "Strongly disagree"

(Strongly agree 1 2 3 4 5 Strongly disagree)

- I have constant time pressure due to a heavy workload
- I have a lot of responsibility in my job
- I am often pressured to work overtime
- Over the past few years, my job has become more and more demanding
- I experience adequate support in difficult situations
- I am treated unfairly at work
- My job promotion prospects are poor
- My current occuptional position adequately reflects my education and training
- Considering all my efforts and achievements, I receive the respect and prestige I deserve at work
- Considering all my efforts and achievements, my work prospects are adequate
- Considering all my efforts and achievements, my salary/income is adequate

Q10 Please answer the following statements on a scale from "Strongly agree" to "Strongly disagree"

(Strongly agree 1 2 3 4 5 Strongly disagree)

- I would be very happy to spend rest of my career with this organization
- I really feel as if this organization's problems are my own
- I do not feel a strong sense of belonging to my organization
- I do not feel emotionally attached to this organization
- Right now, staying with my organization is a matter of necessity as much as desire
- It would be very hard for me to leave my organization right now, even if I wanted to
- Too much of my life would be disrupted If I decided I wanted to leave my organization now
- I feel that I have too few options to consider leaving this organization
- I do not feel any obligation to remain with my current employer
- Even if it were to my advantage, I do not feel it would be right to leave my organization now
- I would feel guilty if I left my organization now
- I would not leave my organization right now because I have a sense of obligation to the people in it

Q11 Please answer the following questions on a scale from "Often" to "Never"

(Always 1 – Very often 2 - Sometimes 3 – Rarely 4 – Never 5)

Do you have to work intensively?

Does your work require too much effort?

Do you have enough time to do everything?

Does your work involve conflicting demands?

Do you have opportunity to learn new things in your work?

Does your work require creativity?

Does your job require doing same things over and over again?

Do you have the possibility to decide yourself how to do at your work?

Do you have the possibility to decide yourself what to do at your work?

Q12 Please answer the following statements on a scale from "Strongly agree" to "Strongly disagree"

(Strongly agree 1 2 3 4 5 Strongly disagree)

- My co-workers (colleagues) are there for me (they support me)

- There is quiet and pleasent atmosphere at my place of work

- I get along well with my supervisor

Thank you for taking the time to complete this survey. We truly value the information you have provided.

SYNTAX

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NEW FILE.
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DATASET ACTIVATE DataSet2.
DATASET CLOSE DataSet1.
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  /SHEET=name 'Nümerik_spss_1_yedek'
  /CELLRANGE=full
  /READNAMES=on
  /ASSUMEDSTRWIDTH=32767.
EXECUTE.
DATASET NAME DataSet3 WINDOW=FRONT.
DATASET ACTIVATE DataSet3.
DATASET CLOSE DataSet2.
MVA VARIABLES=Q15_5 Q16_1 Q16_2 Q16_3 Q16_4 Q16_5 Q16_6 Q16_7 Q16_8 Q16_9
Q16_10 Q16_11 Q16_12
  /EM(TOLERANCE=0.001 CONVERGENCE=0.0001 ITERATIONS=25).




RMV /Q15_5_1=SMEAN(Q15_5) /Q16_1_1=SMEAN(Q16_1) /Q16_2_1=SMEAN(Q16_2)
/Q16_3_1=SMEAN(Q16_3) /Q16_4_1=SMEAN(Q16_4) /Q16_5_1=SMEAN(Q16_5)
/Q16_6_1=SMEAN(Q16_6) /Q16_7_1=SMEAN(Q16_7) /Q16_8_1=SMEAN(Q16_8)
/Q16_9_1=SMEAN(Q16_9) /Q16_10_1=SMEAN(Q16_10) /Q16_11_1=SMEAN(Q16_11)
/Q16_12_1=SMEAN(Q16_12).




RELIABILITY
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RELIABILITY
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RECODE Q14_6 Q14_7 Q14_3 (1=5) (2=4) (3=3) (4=2) (5=1) INTO Q14_66 Q14_77
Q14_33.
VARIABLE LABELS  Q14_66 'q14_66'.
EXECUTE.
RELIABILITY
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RELIABILITY
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RELIABILITY
  /VARIABLES=Q16_1_1 Q16_2_1 Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_7_1
Q16_8_1 Q16_9_1 Q16_10_1 Q16_11_1 Q16_12_1
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE CORR
  /SUMMARY=TOTAL.




RELIABILITY
  /VARIABLES=Q16_1_1 Q16_2_1 Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1
Q16_9_1 Q16_10_1 Q16_11_1 Q16_12_1
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE CORR
  /SUMMARY=TOTAL.




RELIABILITY
  /VARIABLES=Q16_1_1 Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1
Q16_10_1 Q16_11_1 Q16_12_1
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE CORR
  /SUMMARY=TOTAL.
```

```
RELIABILITY
  /VARIABLES=Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1 Q16_10_1
Q16_11_1 Q16_12_1
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /STATISTICS=DESCRIPTIVE SCALE CORR
  /SUMMARY=TOTAL.




SAVE OUTFILE='C:\Users\Samsung\Desktop\Armut\Elif Tez\Son\First Data Before
Reliability Test.sav'
  /COMPRESSED.

SAVE OUTFILE='C:\Users\Samsung\Desktop\Armut\Elif Tez\Son\Data After
Reliability Test.sav'
  /COMPRESSED.
COMPUTE ERI_Mean=MEAN(Q14_3,Q14_5,Q14_6,Q14_7,Q14_8,Q14_9,Q14_10,Q14_11).
EXECUTE.
COMPUTE
OC_Mean=MEAN(Q15_1,Q15_2,Q15_5,Q15_6,Q15_7,Q15_8,Q15_10,Q15_11,Q15_12).
EXECUTE.
COMPUTE
JS_Mean=MEAN(Q16_3_1,Q16_4_1,Q16_5_1,Q16_6_1,Q16_8_1,Q16_9_1,Q16_10_1,Q16_1
1_1,Q16_12_1).
EXECUTE.
EXAMINE VARIABLES=ERI_Mean OC_Mean JS_Mean
  /PLOT BOXPLOT STEMLEAF NPPLOT
  /COMPARE GROUPS
  /STATISTICS DESCRIPTIVES
  /CINTERVAL 95
  /MISSING LISTWISE
  /NOTOTAL.




DATASET ACTIVATE DataSet3.

SAVE OUTFILE='C:\Users\Samsung\Desktop\Armut\Elif Tez\Son\Data After
Reliability Test.sav'
  /COMPRESSED.
COMPUTE
ERI_New_Mean=MEAN(Q14_3,Q14_5,Q14_6,Q14_7,Q14_8,Q14_9,Q14_10,Q14_11).
EXECUTE.
COMPUTE
OG_New_Mean=MEAN(Q15_1,Q15_2,Q15_5,Q15_6,Q15_7,Q15_8,Q15_10,Q15_11,Q15_12).
EXECUTE.
COMPUTE
JS_New_Mean=MEAN(Q16_3_1,Q16_4_1,Q16_5_1,Q16_6_1,Q16_8_1,Q16_9_1,Q16_10_1,Q
16_11_1,Q16_12_1).
EXECUTE.
T-TEST GROUPS=Durum('Not Netherlands' ' Netherlands')
  /MISSING=ANALYSIS
  /VARIABLES=ERI_New_Mean OG_New_Mean JS_New_Mean
  /CRITERIA=CI(.95).
```

```
T-TEST GROUPS=Q3(1 2)
  /MISSING=ANALYSIS
  /VARIABLES=Q14_3 Q14_5 Q14_6 Q14_7 Q14_8 Q14_9 Q14_10 Q14_11
  /CRITERIA=CI(.95).




CORRELATIONS
  /VARIABLES=Q14_3 Q14_5 Q14_6 Q14_7 Q14_8 Q14_9 Q14_10 Q14_11
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q15_1 Q15_2 Q15_5 Q15_6 Q15_7 Q15_8 Q15_10 Q15_11 Q15_12
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1 Q16_10_1
Q16_11_1 Q16_12_1
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




T-TEST GROUPS=Q3(1 2)
  /MISSING=ANALYSIS
  /VARIABLES=Q15_1 Q15_2 Q15_5 Q15_6 Q15_7 Q15_8 Q15_10 Q15_11 Q15_12
  /CRITERIA=CI(.95).




T-TEST GROUPS=Q3(1 2)
  /MISSING=ANALYSIS
  /VARIABLES=Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1 Q16_10_1
Q16_11_1 Q16_12_1
  /CRITERIA=CI(.95).




NEW FILE.
DATASET NAME DataSet4 WINDOW=FRONT.
CORRELATIONS
  /VARIABLES=Q14_3 Q14_5 Q14_6 Q14_7 Q14_8 Q14_9 Q14_10 Q14_11
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
```

```
CORRELATIONS
  /VARIABLES=Q15_1 Q15_2 Q15_5 Q15_6 Q15_7 Q15_8 Q15_10 Q15_11 Q15_12
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1 Q16_10_1
Q16_11_1 Q16_12_1
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q14_3 Q14_5 Q14_6 Q14_7 Q14_8 Q14_9 Q14_10 Q14_11
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q15_1 Q15_2 Q15_5 Q15_6 Q15_7 Q15_8 Q15_10 Q15_11 Q15_12
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




CORRELATIONS
  /VARIABLES=Q16_3_1 Q16_4_1 Q16_5_1 Q16_6_1 Q16_8_1 Q16_9_1 Q16_10_1
Q16_11_1 Q16_12_1
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




DATASET ACTIVATE DataSet3.
DATASET CLOSE DataSet4.
GET
  FILE='C:\Users\Samsung\Desktop\Armut\Elif Tez\Overall Data.sav'.
DATASET NAME DataSet5 WINDOW=FRONT.
DATASET ACTIVATE DataSet3.
DATASET CLOSE DataSet5.
COMPUTE SWB_Mean=MEAN(Q7,Q9,Q11,Q12).
EXECUTE.
EXAMINE VARIABLES=SWB_Mean
  /PLOT BOXPLOT STEMLEAF NPPLOT
  /COMPARE GROUPS
  /STATISTICS DESCRIPTIVES
  /CINTERVAL 95
  /MISSING LISTWISE
  /NOTOTAL.
```

```
CORRELATIONS
  /VARIABLES=SWB_Mean ERI_New_Mean OG_New_Mean JS_New_Mean
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.




NONPAR CORR
  /VARIABLES=SWB_Mean ERI_New_Mean OG_New_Mean JS_New_Mean
  /PRINT=SPEARMAN TWOTAIL NOSIG
  /MISSING=PAIRWISE.




*Nonparametric Tests: Independent Samples.
NPTESTS
  /INDEPENDENT TEST (SWB_Mean) GROUP (Q3)
  /MISSING SCOPE=ANALYSIS USERMISSING=EXCLUDE
  /CRITERIA ALPHA=0.05  CILEVEL=95.




NPAR TESTS
  /M-W= SWB_Mean BY Q3(1 2)
  /MISSING ANALYSIS.
```