



Journal of Managerial Psychology

Authenticity at work - a job-demands resources perspective

U. Baran Metin Toon W. Taris Maria C. W. Peeters Ilona van Beek Ralph Van den Bosch

Article information:

To cite this document:

U. Baran Metin Toon W. Taris Maria C. W. Peeters Ilona van Beek Ralph Van den Bosch , (2016), "Authenticity at work – a job-demands resources perspective", Journal of Managerial Psychology, Vol. 31 Iss 2 pp. 483 - 499

Permanent link to this document:

<http://dx.doi.org/10.1108/JMP-03-2014-0087>

Downloaded on: 09 March 2016, At: 05:38 (PT)

References: this document contains references to 53 other documents.

To copy this document: permissions@emeraldinsight.com

The fulltext of this document has been downloaded 28 times since 2016*

Users who downloaded this article also downloaded:

Qiao Hu, Wilmar B. Schaufeli, Toon W. Taris, (2016), "Extending the job demands-resources model with guanxi exchange", Journal of Managerial Psychology, Vol. 31 Iss 1 pp. 127-140 <http://dx.doi.org/10.1108/JMP-04-2013-0102>

Fu Yang, Rebecca Chau, (2016), "Proactive personality and career success", Journal of Managerial Psychology, Vol. 31 Iss 2 pp. 467-482 <http://dx.doi.org/10.1108/JMP-04-2014-0139>

Ulla Kinnunen, Taru Feldt, Saija Mauno, (2016), "Authentic leadership and team climate: testing cross-lagged relationships", Journal of Managerial Psychology, Vol. 31 Iss 2 pp. 331-345 <http://dx.doi.org/10.1108/JMP-12-2014-0362>

Access to this document was granted through an Emerald subscription provided by emerald-srm:213934 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Authenticity at work – a job-demands resources perspective

Authenticity
at work

483

U. Baran Metin, Toon W. Taris, Maria C.W. Peeters and
Ilona van Beek

*Social and Organizational Psychology Department, Utrecht Universiteit,
Utrecht, The Netherlands, and*

Ralph Van den Bosch

*Department of Research and Organizational Development,
Dilemma Foundation, Zwolle, The Netherlands*

Received 15 March 2014
Revised 31 October 2014
6 July 2015
5 August 2015
Accepted 7 September 2015

Abstract

Purpose – Previous research has demonstrated strong relations between work characteristics (e.g. job demands and job resources) and work outcomes such as work performance and work engagement. So far, little attention has been given to the role of authenticity (i.e. employees' ability to experience their true selves) in these relations. The purpose of this paper is to explore the relationship of state authenticity at work with job demands and resources on the one hand and work engagement, job satisfaction, and subjective performance on the other hand.

Design/methodology/approach – In total, 680 Dutch bank employees participated to the study. Structural equation modelling was used to test the goodness-of-fit of the hypothesized model. Bootstrapping (Preacher and Hayes, 2008) was used to examine the meditative effect of state authenticity.

Findings – Results showed that job resources were positively associated with authenticity and, in turn, that authenticity was positively related to work engagement, job satisfaction, and performance. Moreover, state authenticity partially mediated the relationship between job resources and three occupational outcomes.

Research limitations/implications – Main limitations to this study were the application of self-report questionnaires, utilization of cross-sectional design, and participation of a homogeneous sample. However, significant relationship between workplace characteristics, occupational outcomes, and state authenticity enhances our current understanding of the JD-R Model.

Practical implications – Managers might consider enhancing state authenticity of employees by investing in job resources, since high levels of authenticity was found to be strongly linked to positive occupational outcomes.

Originality/value – This study is among the first to examine the role of authenticity at workplace and highlights the importance of state authenticity for work-related outcomes.

Keywords Authenticity, Job satisfaction, Work engagement, Job performance, JD-R Model

Paper type Research paper

Questions regarding being authentic have attracted the attention of philosophers, psychologists, aestheticians, and many other disciplines due to its fundamental nature (Kernis and Goldman, 2006). Authenticity can be briefly explained as an individual's ability to act in accordance with his/her true self (Harter, 2002). It is the unobstructed operation of one's true or core self in one's daily activities (Goldman and Kernis, 2002). High levels of divergence from authenticity are assumed to lead to psychopathology (Schmid, 2005). In other words, well-being can be affected negatively by the dissonance between behaviours that are conducted and feelings that are authored by the self. Therefore,



contemporary counselling approaches construe authenticity as a core dimension of well-being and healthy functioning (May, 1981; Rogers, 1961; Wood *et al.*, 2008).

In this study, we consider state authenticity as a central aspect of workplace well-being and performance. Most people spend a large amount of time at work and it seems crucial to understand the impact of experiencing authenticity within the work environment. However, only few empirical studies investigated the deep-lying functions of authenticity at work (Sheldon, 2004). One important reason for the dearth of relevant empirical research on this issue is that at present there are only few valid measures of authenticity (Wood *et al.*, 2008). Moreover, most of these measures tap authenticity in general and as a stable trait, rather than in relation to a specific context (e.g. at work) and as a state. The latter implies that most of the currently available measures are not well-suited for examining authenticity as a consequence of environmental characteristics, since these measures assume authenticity – as a trait – to be more or less stable across contexts and time, and should therefore not be sensitive to changes across and within contexts.

The first aim of the present study is to examine how particular workplace characteristics are associated with workplace authenticity. As authenticity is considered to be a solid determinant of general well-being (Rogers, 1961), insight in the relationship between workplace characteristics and authenticity might give us indications on how to increase employee well-being at work.

A second aim is to examine the relationship between authenticity, indicators of well-being at work (i.e. job satisfaction and work engagement) and job performance. By doing so, we aim to demonstrate that authenticity is not only relevant for general well-being but also for well-being at work and job performance. Recently, Van den Bosch and Taris (2014) addressed the relevance of authenticity, using the person-centred conception of Wood *et al.* (2008). In this study, we used the same conception in order to compare the findings in a new sample.

A person-centred conception of authenticity

In their seminal paper, Wood *et al.* (2008) built on the person-centred model of Rogers (1961) to define the tripartite structure of authenticity. In the present study, we also consider this person-centred approach as the fundamental structure of authenticity. According to this model, a person's subjective and psychological well-being depends strongly on the balance of three dimensions: self-alienation, authentic living, and social influence. Self-alienation refers to the discrepancy between the true self and the conscious awareness. The subjective experience of not being aware of oneself or feeling out of touch with the actual self is an indicator of self-alienation (Van Den Bosch and Taris, 2014).

The second dimension of authenticity is authentic living, which stands for the expression of the emotions and behaviours in a way consistent with one's conscious awareness of physiological states, emotions, beliefs, and cognitions. Authentic living is the expressed behaviours and experiences due to one's conscious awareness of physiological states, emotions, beliefs, and cognitions. Rogers (1961) argues that a perfect match between a person's actual physiological states, emotions, deep-lying cognitions, and their consciously perceived environment is almost never possible, yet a good fit is linked with well-being.

Finally, the third dimension is social influence. This dimension concerns the influence of the environment (i.e. external influence) on an individual's behaviour. Humans are fundamentally social beings and they are affected by the influence of their

social environment. Hence, the interaction of this environment and an individual's deep-lying cognitions is an essential determinant of authenticity (Schmid, 2005). That is, external influences may interfere with one's true self and conscious state or could affect this conscious state, possibly affecting one's behaviour or emotions. As a result, the degree to which the influence of the social environment is accepted or withstood takes a central role in determining both self-alienation and authentic living (Wood *et al.*, 2008).

According to Schmid (2005), the level of experienced self-alienation and authentic living might be influenced strongly by the social environment, thus may lead to changes in experienced subjective authenticity. For instance, Sheldon *et al.* (1997) reported variations in individuals' experienced authenticity levels across different roles. This shows that the authenticity level of an individual is not just a personality characteristic or a trait, but may also be conceptualized as a state that facilitates the adjustment of an individual to his/her particular role or functions.

Workplace characteristics and state authenticity: the job demands-resources model (JD-R Model)

One of the main purposes of this research is to examine to what degree workplace characteristics are related to authenticity. By doing so, we aim to find out which aspects of the workplaces are strongly related to authenticity. By promoting these job characteristics it might be possible to encourage them to express their true selves at work, which could in turn yield a more favourable employee well-being. For instance, a manager might invest in these relevant workplace characteristics in order to increase workplace authenticity and the associated positive outcomes. To this aim, the JD-R Model was used as the theoretical framework for understanding the relations between workplace aspects and outcomes (e.g. Bakker and Demerouti, 2007). The JD-R Model distinguishes between two broad categories of job characteristics, namely job demands (the physical, social, and organizational aspects of the job that require physical and/or psychological effort, and that are associated with certain physiological and/or psychological costs) and job resources (physical, social, and organizational aspects of the job that are functional in achieving work-related goals). Job demands are strongly associated to negative work outcomes such as burnout and impaired health, through an energetic process; whereas the presence of job resources are related to positive work outcomes, such as work engagement and organizational commitment, through motivational process (Demerouti *et al.*, 2001; De Jonge *et al.*, 2014).

In understanding the relationship between workplace aspects and authenticity, the role of motivation is crucial. Ryan *et al.* (2005) addressed the importance of authenticity within Self-Determination Theory (SDT) for understanding subjective well-being. SDT (Deci and Ryan, 2000) is a theoretical framework that places different types of individual motivational regulation for a particular activity on a continuum ranging from fully intrinsic (the action is considered as inherently satisfying and enjoyable) to fully extrinsic (performing this activity for its instrumental value). Intrinsically motivated individuals perform their actions with a sense of volition and their actions are autonomous; whereas the enactment of extrinsically motivated people depends on the perception of a contingency between the behaviour and a desired consequence (Gagné and Deci, 2005). The satisfaction of three psychological needs (for autonomy, belongingness, and competence, respectively) are important for optimal functioning (Deci and Ryan, 1985). When functioning authentic, people tend to think, feel, and behave in ways that represent the fulfilment of such needs (Rogers, 1961). SDT argues that individuals are authentic when their actions are congruent with their core self;

thus, when they are autonomous and self-determining. There is considerable research to show that satisfaction of these needs are linked to well-being (Kernis and Goldman, 2006; Sheldon and Elliot, 1999). Bettencourt and Sheldon (2001) also found that feeling autonomy and belongingness in social roles were related with well-being, thus it is plausible to expect people with satisfied needs at work (social role) to feel authentic and report more favourable well-being. Findings of Van den Broeck *et al.* (2010) support this expectation within the work context, as the degree of satisfaction of these three basic needs was found to be strongly related to higher levels of task autonomy, social support, job satisfaction, vigour, performance and intrinsic motivation, and low levels of exhaustion.

In the present study, we measured three types of job demands (workload, mental demands, emotional demands) and four types of job resources (autonomy, opportunities for learning and development, supervisory support, and colleague support), which are in line with the SDT research (Van Beek *et al.*, 2012). Previous research has shown that job resources stimulate intrinsic motivation by promoting growth, learning, development; and they can fulfil basic human needs (Bakker and Derks, 2010). Therefore, a workplace with high levels of autonomy, support, and opportunities for personal development might give individuals a feeling of self-determination, belongingness, and competence through the motivational process. As a result, we expect job resources to stimulate intrinsic motivation by satisfying psychological needs and to be positively related with authenticity:

H1. Job resources are positively related to authenticity.

Conversely, high job demands have often been found to be related to negative individual (i.e. ill-health) and organizational (i.e. exhaustion, etc.) outcomes (Hakanen *et al.*, 2008; Nahrgang *et al.*, 2011; Roelen *et al.*, 2007), possibly because of the energy required to meet these high demands. From the point of view of SDT, high job demands might thwart psychological needs through the psychophysiological costs and efforts needed to meet these demands. For example, Van den Broeck *et al.* (2008) reported a negative relationship between job demands and need satisfaction, with the latter in turn leading to exhaustion. Employees with a high workload must exert much time and effort in addressing these and may therefore be unable to find the opportunity to satisfy their needs for autonomy, belongingness, and competence. In this sense, high job demands can affect workers' opportunities to act authentically at work through the energetic process of the JD-R Model. From a slightly different angle, strong evidence for the adverse effects of behaving inauthentically stems from the body of research on emotional labour (e.g. Grandey *et al.*, 2005). This research has shown that high levels of emotional demands can lead individuals to exhibit emotional cues which are not really experienced (surface acting), i.e., to act differently than they would when acting in agreement with their authentic state. In short, both lines of reasoning lead us to expect that highly demanding jobs might restrict individuals' ability and/or opportunity to act authentically:

H2. Job demands are negatively associated to authenticity.

Authenticity as a mediator of the association between workplace characteristics and work outcomes

This section focuses on how experiencing state authenticity at work may be associated with certain work outcomes, and more importantly, on authenticity as a possible mediator of the associations between work characteristics and work outcomes. There is

ample empirical evidence that workplace characteristics are strongly related to employee well-being, such as work engagement, and several job-related outcomes, such as absenteeism, turnover intention, job satisfaction, and performance (among others, Koopmans *et al.*, 2011; Schaufeli and Bakker, 2004; Schaufeli *et al.*, 2009; Van Beek *et al.*, 2012). However, the psychological processes linking the experience of authenticity at work to work-related outcomes have as yet not been examined.

As defined earlier, authenticity is the degree to which an individual's values, beliefs, and characteristics (or shortly, their true self) fit his/her environment. Whether individuals "feel authentic" will often not be immediately evident, not even to the individuals themselves. Rather, a process of cognitive evaluation is required in which the degree of fit between one's true self and the work environment (the job or the organization) is assessed. In this sense, authenticity is a cognitive-affective phenomenon (cf. Lenton *et al.*, 2013). Since people spend a large part of their lives at work, it seems reasonable to assume that having a job that fits one's true self is beneficial for the employee him/herself as well as for the organization (Ménard and Brunet, 2011; Van Beek *et al.*, 2012). This meshes well with Van den Bosch and Taris's (2014) finding that authenticity and job satisfaction are positively related. Although the processes underlying this association are not entirely clear, it can be assumed that authenticity (as a positive, cognitive-affective phenomenon) will be associated with high satisfaction and positive work outcomes (Wood *et al.*, 2008):

H3. Authenticity is positively related to job satisfaction.

Work engagement can be defined as a positive, fulfilling, work-related state of mind, which is characterized by vigour (high levels of energy and mental resilience at work), dedication (high levels of pride, challenge, significance, and enthusiasm regarding work), and absorption (being fully concentrated and happily engrossed by the work) (Bakker *et al.*, 2008). Research on work engagement has shown that it is strongly related to other positive work-related (such as organizational commitment, reduced turnover intention, and good performance) and non-work-related (e.g. good health, and marital satisfaction) outcomes (Bakker *et al.*, 2005; Demerouti *et al.*, 2009). Moreover, Van Beek *et al.* (2012) found that employees who find their jobs interesting and enjoyable and who find their jobs consistent with their own values experience higher levels of work engagement. Based on Van Beek *et al.*'s (2012) findings, we also expect that employees who experience high levels of authenticity at work report high levels of work engagement:

H4. Authenticity is positively related to work engagement.

Finally, we examine the relation between authenticity and job performance. Koopmans *et al.* (2011) reported that job performance is an important outcome since it will often be associated with higher levels of productivity. They argue that performance is facilitated by the presence of job resources, such as communication, feedback, politeness, and collaboration. As outlined above, such characteristics may also promote authenticity. For example, previous research on the so-called "happy-productive worker" hypothesis has shown that "happy" (i.e. satisfied, low stress) workers tend to be more productive than others (e.g. Taris and Schreurs, 2009). A job that agrees with one's values, beliefs, and interests might motivate an individual to invest more energy in their work, thus enhancing performance (Gagné and Deci, 2005):

H5. Authenticity is positively associated with job performance.

Figure 1 summarizes the expected relationships among the study variables. We expect that job demands and resources are positively related to employees' levels of experienced authenticity. In turn, a high level of authenticity will be positively related to job satisfaction, work engagement, and performance. Authenticity constitutes the core point of this model, suggesting that authenticity mediates the relationships between job characteristics on the one hand and satisfaction, engagement and performance on the other:

- H6.* Authenticity at least partially mediates the relationship between job demands and resources on the one hand and work performance, work engagement, and job satisfaction on the other hand.

Method

Sample

An online survey was delivered among 2,023 employees of a large Dutch organization in the banking and finance sector. In total, 680 surveys were completed and returned (33.7 percent response rate). Of these 680 employees, 464 were male (68.2 percent). Participants were on average 40 years-old ($SD = 8.92$) and 80.6 percent held a college or university degree. Respondents had been working in their current position for on average 3.9 years ($SD = 6.64$), and they worked for on average 42.7 hours per week ($SD = 8.47$).

Measures

Job demands. Three types of job demands were measured, namely, workload (five items, such as "Do you have to work very fast?"), mental demands (five items, for example "Does your job require much concentration?"), and emotional demands (three items, such as "Does your work put you in emotionally upsetting situations?"). The items were taken from the Questionnaire on the Experience and Evaluation of Work (QEEW; Van Veldhoven and Meijman, 1994). In all cases, a five-point frequency scale was employed (1 = "never", 5 = "always").

Job resources. Autonomy was measured by three items, e.g., "Can you decide how to perform your work?". The opportunities for learning and development were assessed by three items, including "Can you develop yourself within the company?" Supervisor support was measured by three items, including "If necessary, can you ask your direct manager for help?" Lastly, colleague support was assessed by three items, such as "Can you count on your colleagues when you come across difficulties in your work?" All items were scored on a five-point frequency scale (1 = "never"; 5 = "always"). Again, all items were taken from the QEEW (Van Veldhoven and Meijman, 1994).

Work Authenticity was measured with the Individual Authenticity Measure at Work (IAM Work, Van den Bosch and Taris, 2014). The IAM Work is a 12-item adaptation of Wood *et al.*'s (2008) authenticity scale. Whereas the items of Wood *et al.*'s scale refer to context-free, dispositional authenticity, the items of the IAM Work explicitly refer to work as the context in which authenticity is experienced. Moreover, rather than considering authenticity as a stable personal property, the IAM Work construes authenticity as a concept that is contingent upon changes in the presumed antecedents of authenticity – i.e., as a variable that reacts to and reflects such variation. Consistent with Wood *et al.*'s (2008) original instrument, the IAM Work consists of three dimensions; self-alienation (including "At work, I feel alienated from myself"),

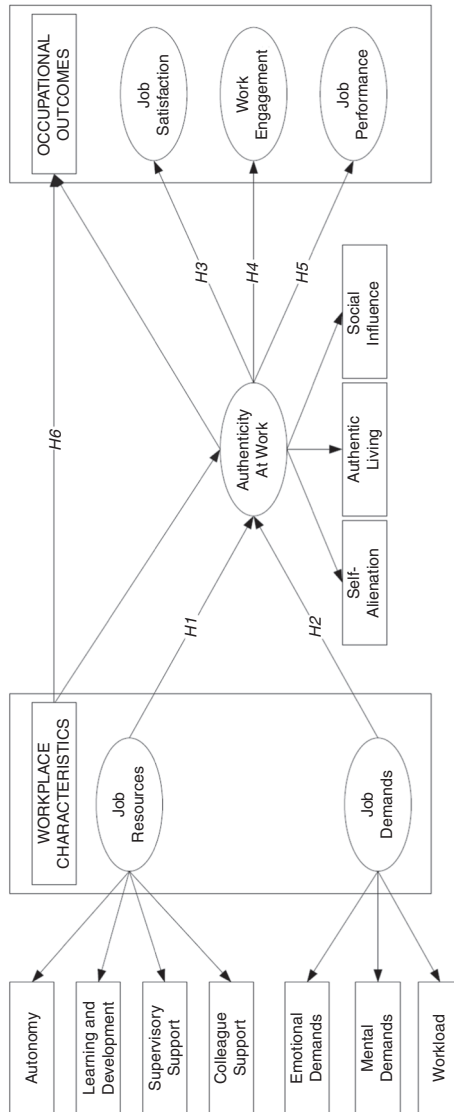


Figure 1.
Proposed model
(model M₁) for the
associations between
job demands,
job resources,
authenticity and its
presumed outcomes

authentic living (e.g. “At work, I am true to myself”), and social influence (e.g., “At work, I usually do what others tell me”). Each dimension was measured with four items (1 = “strongly disagree”, 7 = “strongly agree”). Reliability analyses showed that the reliability of the social influence subscale was low ($\alpha = 0.43$). After removing one item (“I make my own choices at work”), Cronbach’s α increased to 0.67. *Post-hoc* CFA confirmed the original three-factor structure of the IAM Work scale (χ^2 (df = 44, $n = 680$) = 271.334, $p < 0.001$; GFI = 0.93, AGFI = 0.90, CFI = 0.93, TLI = 0.92, RMSEA = 0.09) over a single-factor solution ($\Delta\chi^2$ (2) = 1,270.10, $p < 0.001$).

Job Satisfaction was measured with three items devised by Van Veldhoven and Meijman (1994), e.g., “I am satisfied with my current work” (1 = “strongly disagree”, 7 = “strongly agree”).

Work Engagement was evaluated by the short form of the Utrecht Work Engagement Scale (Schaufeli *et al.*, 2006). This measure assesses vigour, dedication, and absorption with three items for each dimension. Sample items are “At work, I feel strong and vigorous”(vigour), “I am enthusiastic about my job” (dedication), and “I feel happy when I am working intensely” (absorption; 0 = “never”, 6 = “always”). Schaufeli *et al.* (2006) recommend using the composite score of these three dimensions, thus, participants’ scores on these three dimensions were averaged to yield a single score for work engagement.

Finally, job performance was assessed by a single self-report item taken from the World Health Organization Health and Work Performance Questionnaire (Kessler *et al.*, 2003). Since objective performance data could not be obtained, self-reported performance was measured. The participants were asked to assess their overall work performance using the item “On a scale from 0 to 10, where 0 is the worst performance and 10 is the top performance, how would you rate your overall job performance on the days you worked during the past 4 weeks?” There were three reasons for using a single-item self-report global scale. First, this item was found to be a valid and inclusive measure of job performance (Kessler *et al.*, 2003). Second, it is difficult to obtain objective data on performance levels of anonymous participants. Lastly, most of the existing surveys consider particular occupations, thus have items referring to aspects that are relevant to specific occupations, rather than aspects of performance in general. This scale has also successfully been used in the past (Shimazu and Schaufeli, 2009).

Before testing the study hypotheses, the fit of the overall measurement model was tested. Our hypothesized six-factor model (with all 17 scales loading on their respective latent variables, cf. Figure 1) was tested and compared to a model with all scales loading on one latent variable (one-factor solution) and a model with the 17 scales loading on three separate latent variables (workplace characteristics, authenticity, and occupational outcomes, three-factor solution). CFA showed that the proposed overall measurement model fitted the data better (χ^2 (53) = 205.24, $p < 0.001$, GFI = 0.96, CFI = 0.96, TLI = 0.94, RMSEA = 0.06) than the one-factor ($\Delta\chi^2$ (12) = 433.25, $p < 0.001$) and three-factor solutions ($\Delta\chi^2$ (9) = 288.50, $p < 0.001$).

Results

Table I shows the means, standard deviations, scale reliabilities (Cronbach’s α), and the correlations for the study variables. All job resources (i.e. autonomy, opportunities for learning and development, colleague support, and supervisor support) correlated positively with all three work outcomes (work engagement, performance, and job satisfaction). Interestingly and contrary to previous research (e.g. Bakker and Demerouti, 2007;

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Autonomy	3.74	0.67	(0.77)												
2. Learning and development	3.49	0.83	0.41	(0.82)											
3. Supervisory support	3.84	0.91	0.40	0.52	(0.87)										
4. Colleague support	3.87	0.74	0.30	0.42	0.52	(0.84)									
5. Workload	3.04	0.73	0.10	0.04	0.01	-0.02	(0.85)								
6. Mental demands	3.63	0.62	0.13	0.11	0.09	0.12	0.46	(0.79)							
7. Emotional demands	1.94	0.64	0.01	-0.08	-0.13	-0.15	0.39	0.24	(0.78)						
8. Self-alienation	5.73	1.11	0.38	0.34	0.36	0.37	-0.07	-0.01	-0.25	(0.87)					
9. Authentic living	5.49	0.87	0.21	0.11	0.11	0.17	0.00	0.12	-0.07	0.33	(0.77)				
10. Social influence	4.07	1.20	0.20	0.05	0.10	0.08	-0.07	-0.06	-0.09	0.24	0.11	(0.67)			
11. Work engagement	4.54	1.02	0.40	0.45	0.41	0.35	0.11	0.14	-0.08	0.47	0.24	0.12	(0.92)		
12. Job satisfaction	5.60	1.20	0.43	0.55	0.49	0.38	0.03	0.10	-0.18	0.58	0.26	0.17	0.67	(0.94)	
13. Performance	7.88	0.87	0.11	0.09	0.14	0.17	-0.01	-0.09	-0.10	0.26	0.07	0.07	0.26	0.28	-

Notes: $n = 680$. Internal consistency scores of the related scales are reported on the diagonal. Correlations of 0.09 and over are significant at $p < 0.05$; correlations of 0.11 and over are significant at $p < 0.01$

Table I.
Means, standard
deviations, and
correlations for the
model variables

Schaufeli *et al.*, 2009), the associations between the three job demands (workload, mental demands, and emotional demands) and the work outcomes varied. Workload and mental demands were positively related to work engagement, whereas emotional and mental demands were negatively related to performance. Emotional demands were also negatively related to job satisfaction. Job demands showed a very weak relationship with authenticity dimensions. Only significant relationships were between authentic living and mental demands ($r = 0.12, p < 0.01$) and emotional demands and social influence ($r = -0.09, p < 0.05$). As expected, the three dimensions of authenticity (self-alienation, authentic living, and social influence) were significantly and positively related to work engagement and job satisfaction. The only positive relationship among the authenticity dimensions and performance was obtained for self-alienation.

Testing the proposed model

Structural equation modelling was implemented in AMOS 16.0 (Arbuckle, 2007) to test the goodness-of-fit (Byrne, 2009) for the hypothesized relationships and the partial mediation model (M_1). M_1 showed a good fit to the data (χ^2 (df = 53) = 194.11, $p < 0.001$, GFI = 0.96, AGFI = 0.93, CFI = 0.94, TLI = 0.91, RMSEA = 0.06) and yielded better fit indices than the full mediation model (M_2 : χ^2 (df = 62) = 273.39, $p < 0.001$, GFI = 0.94, AGFI = 0.91, CFI = 0.91, TLI = 0.88, RMSEA = 0.07, $M_2 - M_1 \Delta\chi^2$ (df = 9, $n = 680$) = 79.28, $p < 0.001$).

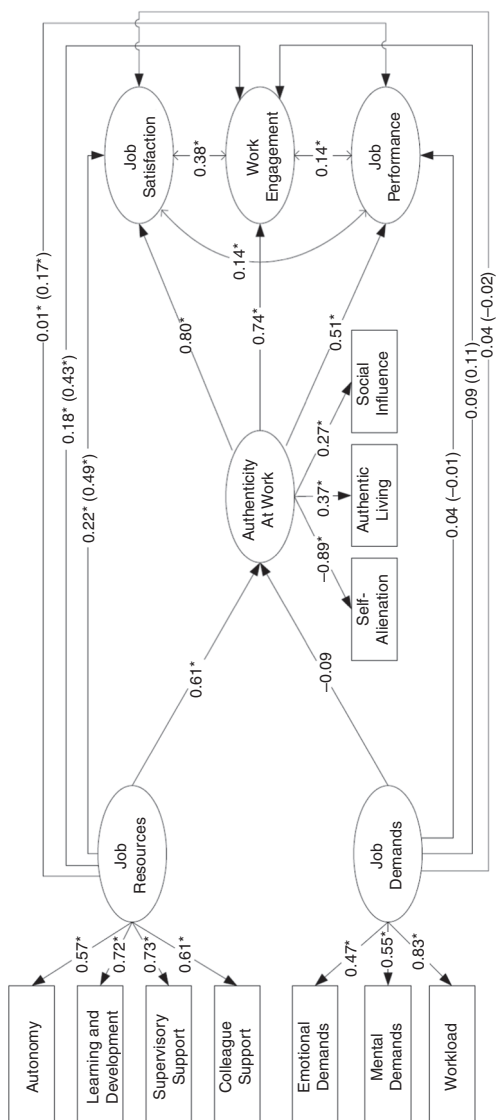
As shown in Figure 2, job resources were positively associated with workplace authenticity ($\beta = 0.61, p < 0.01$; $H1$ confirmed). The relationship between job demands and workplace authenticity was not significant, rejecting $H2$. Workplace authenticity was positively associated with job satisfaction ($\beta = 0.49, p < 0.01$, $H3$ confirmed), work engagement ($\beta = 0.43, p < 0.01$, $H4$ confirmed) and job performance ($\beta = 0.17, p < 0.01$, $H5$ confirmed). In short, except for $H2$, we found empirical support for all of our hypotheses regarding relationships among study variables.

Mediation analyses. Bootstrapping (Preacher and Hayes, 2008) was used to examine the possible mediation effects of authenticity on workplace characteristics on the one hand and occupational outcomes on the other hand (M_1). Bootstrap samples were generated from the data set ($n = 680$) and partial mediation model for M_1 was tested 2,000 times. Our results indicate that authenticity partially mediated the relationship between job resources on the one hand, and engagement ($\beta = 0.18, p < 0.01$) and satisfaction ($\beta = 0.22, p < 0.01$) and fully mediated job performance ($\beta = 0.01, p = ns$). In total, 95 percent confidence interval bounds, standardized weights, and explained variances are displayed at Table II. The direct and the indirect relationships are also displayed in Figure 2 (direct effects are shown in parenthesis).

Discussion

The main purposes of this study were to investigate how characteristics of the work environment are related to workplace authenticity and, in turn, how workplace authenticity is related to three different kinds of work outcomes: job satisfaction, work engagement, and job performance. By doing so, the present study is among the first to examine authenticity in the workplace.

Interestingly, whereas high levels of job resources were – as expected – associated with increased authenticity at work, job demands were unrelated to authenticity. Van den Bosch and Taris (2014) found a weak but significant relationship between job



Notes: Coefficients represent standardized estimates. Direct effects from job demands and resources to occupational outcomes are presented within the parenthesis. * $p < 0.01$

Figure 2. Final model M_1 of the relationships between job resources, authenticity at work and positive occupational outcomes

demands and authenticity; however, in this study this association was not replicated. Cooley and Yovanoff (1996) distinguished between two types of work characteristics, namely; alterables and givens. This study assessed only hindering job demands and supported the findings of Tims *et al.* (2013). They found that, even though employees were given the chance of engaging in job crafting (the proactive redesign of the job by the employees with the consideration of seeking resources, seeking challenges and reducing the demands, cf. Berg *et al.*, 2010), they did not decrease hindering job demands. However, job resources and challenging job demands, which might fall into the alterables category of Cooley and Yovanoff (1996) were increased. It shows that job demands might be perceived as “given” characteristics of a job, thus large-scale interventions would be needed to change them; whereas job resources were likely to be increased by the employees. Therefore, managers might focus on helping employees to increase their job resources in order to promote their authenticity, rather than to decrease their job demands.

With regard to the work-related outcomes, our results showed that authenticity was positively linked with job satisfaction, work engagement and performance (cf. M_1) partially mediating the effects of job resources. These findings show that not only the characteristics of a job, but also the experience of one’s true self is a good indicator of occupational well-being. These relationships are in line with previous findings (Ménard and Brunet, 2011; Van den Bosch and Taris, 2014), and the robustness of these results might encourage managers to take state authenticity at work into consideration in order to obtain positive outcomes. Authenticity might in fact be functional for the motivational process of JD-R Model (Bakker and Demerouti, 2007) and is strongly related with positive occupational outcomes via work engagement. However, it is important to underline the strong relationship among these variables rather than offering a causal interpretation.

Study limitations

There are several limitations of this study. First, the participants filled in self-report scales, which may have resulted in common-method variance (Podsakoff *et al.*, 2003). The concepts measured in this study, referring to workers’ levels of authenticity, engagement, satisfaction and feelings on the characteristics of their jobs, are notoriously difficult to observe objectively. Therefore, self-report surveys were appropriate to map these experiences. Even though Spector (2006) argues that the consequences of common-method variance are often overestimated, our results should be interpreted carefully. Although it is hard to measure our study concepts objectively,

Table II.
Specific indirect pathways after bootstrapping

Indirect effects $x \rightarrow m \rightarrow y$	Bootstrapping				BC 95% CI
	Estimate	SE	Lower	Upper	Explained variance in y (%)
Job resources \rightarrow authenticity \rightarrow work engagement	0.18*	0.04	0.10	0.28	43
Job resources \rightarrow authenticity \rightarrow job performance	0.17*	0.04	0.10	0.27	9
Job resources \rightarrow authenticity \rightarrow job satisfaction	0.21*	0.05	0.14	0.32	57

Notes: $n = 680$. * $p < 0.01$

we would encourage future researchers to use non-self-report means, such as company records for performance, in order to avoid common-method variance.

Second, due to the cross-sectional nature of the data, causal interpretations of the findings are not warranted. Although longitudinal data are needed to further validate the relationships among the study variables, it should be noted that the present findings mesh well with those obtained in previous research (Ménard and Brunet, 2011; Van den Bosch and Taris, 2014). In this sense, the findings reported here are robust across studies. The cross-sectional design also prevented us from testing double-mediation models (Taris and Kompier, 2006), therefore we analyzed job performance and satisfaction not as outcomes of work engagement (Bakker and Bal, 2010). Rather, all three concepts were analyzed at the same level as overall work-related positive outcomes. Although this is not in line with the traditional JD-R framework, it should be noted that the significant relationships between authenticity and occupational outcome variables constitute the heart of this research, rather than the associations among the outcome variables.

Further, our data set was relatively homogeneous, consisting of Dutch bank employees only. This implies that the strength of the associations among the study variables may have been estimated conservatively due to restriction-of-range effects.

A final limitation relates to the low internal consistency ($\alpha=0.67$) of the social influence dimension of the authenticity scale. Although one of its items was excluded in order to improve its reliability, the final α coefficient for this scale was still below the level of 0.70 (Nunnally, 1978). However, Schmitt (1996) criticizes the applicability of a “sacred” coefficient level, arguing that even low α coefficients (around 0.50) do not seriously attenuate the validity coefficients and can still be useful. In the study of Van den Bosch and Taris (2014) the external influence dimension yielded also the lowest α score of all three dimensions. Even though this limitation will usually not severely affect the study findings (as authenticity will be generally measured as the combination of the three subscales), findings regarding the social influence subscale deserve additional attention when interpreting due to the dearth of research on workplace authenticity.

Scientific and practical implications

From a scientific point of view, the present study finds support for utilization of IAM Work as an adequate measure for empirical studies by supporting the findings of Van den Bosch and Taris (2014). However, we encourage researchers to investigate the relation between authenticity and other individual (e.g. personality, motivation, employability perceptions, etc.) or organizational (i.e. organizational citizenship behaviour, turnover intention, and presenteeism) aspects in longitudinal designs to enhance our understanding of the underlying dynamics of expressing true self at work.

From a practical point of view, our findings underline the importance of state authenticity as a relevant concept in OHP, showing that job resources and job outcomes might not be only related to worker well-being and performance through the motivational process proposed in the JD-R Model (e.g. Bakker and Demerouti, 2007), but also through authenticity, which can be considered as an additional resource and may influence positive organizational outcomes. Apparently, since state authenticity is a cognitive-affective concept, cognitions and affect are also relevant dimensions in the interface between job resources and work outcomes.

Our findings might help managers to improve their subordinates’ workplace conditions in order to obtain more favourable outcomes. The positive links between job resources, authenticity, and positive work outcomes generate the most important

findings of this study. These results suggest that managers could consider increasing job resources in order to nurture self-determination processes among their employees, as these resources are related to both high levels of authenticity and positive work outcomes. Note that resources are considered as more changeable than job demands (Tims *et al.*, 2013), and it should therefore be easier to achieve positive outcomes through changing job resources than by focusing on job demands. Indeed, in the present study job demands were not associated with state authenticity, which is consistent with the idea that from a practical point of view job resources are more important for obtaining positive outcomes than job demands.

Concluding notes

The present study is among the first to investigate the role of authenticity in the workplace. The results provide strong evidence for the relevance of authenticity in the area of OHP, since this concept is linked to both job resources and work outcomes such as job satisfaction, work engagement, and job performance. Moreover, this study provided additional evidence for the validity of a newly developed state measure of authenticity at work, the availability of which could spur interest in research on authenticity in the workplace. All in all, this study suggests that paying attention to employee authenticity could help companies to sustain a more positive working environment by enhancing employee well-being and their fit to their jobs in the long run.

References

- Arbuckle, J.L. (2007), *Amos (Version 16) (Computer Software)*, SPSS, Chicago, IL.
- Bakker, A.B. and Bal, M.P. (2010), "Weekly work engagement and performance: a study among starting teachers", *Journal of Occupational and Organizational Psychology*, Vol. 83 No. 1, pp. 189-206.
- Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", *Journal of Managerial Psychology*, Vol. 22 No. 3, pp. 309-328.
- Bakker, A.B. and Derks, D. (2010), "Positive occupational health psychology", in Leka, S. and Houdmont, J. (Eds), *Occupational Health Psychology*, 1st ed., Blackwell, West Sussex, pp. 194-224.
- Bakker, A.B., Demerouti, E. and Schaufeli, W.B. (2005), "The crossover of burnout and work engagement among working couples", *Human Relations*, Vol. 58 No. 5, pp. 661-689.
- Bakker, A.B., Schaufeli, W.B., Leiter, M.P. and Taris, T.W. (2008), "Work engagement: an emerging concept in occupational health psychology", *Work & Stress*, Vol. 22 No. 3, pp. 187-200.
- Berg, J.M., Wrzesniewski, A. and Dutton, J.E. (2010), "Perceiving and responding to challenges in job crafting at different ranks: when proactivity requires adaptivity", *Journal of Organizational Behavior*, Vol. 31 Nos 2/3, pp. 158-186.
- Bettencourt, B.A. and Sheldon, K. (2001), "Social roles as mechanisms for psychological need satisfaction within social groups", *Journal of Personality and Social Psychology*, Vol. 81 No. 6, pp. 1131-1143.
- Byrne, B.M. (2009), *Structural Equation Modeling with AMOS: Basic Concepts, Programming, and Applications*, 2nd ed., Erlbaum, Mahwah, NJ.
- Cooley, E. and Yovanoff, P. (1996), "Supporting professionals-at-risk: evaluating interventions to reduce burnout and improve retention of special educators", *Exceptional Children*, Vol. 62 No. 4, pp. 336-355.

- De Jonge, J., Demerouti, E. and Dormann, C. (2014), "Current theoretical perspectives in work psychology", in Peeters, M.C.W., de Jonge, J. and Taris, T.W. (Eds), *An Introduction to Contemporary Work Psychology*, Wiley-Blackwell, Malden, MA, pp. 89-114.
- Deci, E.L. and Ryan, R.M. (1985), *Intrinsic Motivation and Self-Determination in Human Behavior*, Plenum Press, New York, NY.
- Deci, E.L. and Ryan, R.M. (2000), "The 'what' and 'why' of goal pursuits: human needs and the self-determination of behavior", *Psychological Inquiry: An International Journal for the Advancement of Psychological Theory*, Vol. 11 No. 4, pp. 227-268.
- Demerouti, E., Bakker, A.B., Geurts, S.A.E. and Taris, T.W. (2009), "Daily recovery from work-related effort during non-work time", in Sonnentag, S., Perrewé, P.L. and Ganster, D.C. (Eds), *Research in Occupational Stress and Wellbeing*, Vol. 7, Emerald Group Publishing, Bingley, pp. 85-123.
- Demerouti, E., Bakker, A.B., Nachreiner, F. and Schaufeli, W.B. (2001), "The job demands – resources model of burnout", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 499-512.
- Gagné, M. and Deci, E.L. (2005), "Self-determination theory and work motivation", *Journal of Organizational Behavior*, Vol. 26 No. 4, pp. 331-362.
- Goldman, B.M. and Kernis, M.H. (2002), "The role of authenticity in healthy psychological functioning and subjective well-being", *Annals of the American Psychotherapy Association*, Vol. 5 No. 6, pp. 18-20.
- Grandey, A.A., Fisk, G.M. and Steiner, D.D. (2005), "Must 'service with a smile' be stressful? The moderating role of personal control for American and French employees", *Journal of Applied Psychology*, Vol. 90 No. 5, pp. 893-904.
- Hakanen, J.J., Schaufeli, W.B. and Ahola, K. (2008), "The job demands-resources model: a three-year cross-lagged study of burnout, depression, commitment, and work engagement", *Work & Stress*, Vol. 22 No. 3, pp. 224-241.
- Harter, S. (2002), "Authenticity", in Snyder, C.R. and Lopez, S.J. (Eds), *Handbook of Positive Psychology*, Oxford University Press, Oxford, pp. 382-394.
- Kernis, M.H. and Goldman, B.M. (2006), "A multicomponent conceptualization of authenticity: theory and research", *Advances in Experimental Social Psychology*, Vol. 38, pp. 283-357.
- Kessler, R.C., Barber, C., Beck, A., Berglund, P., Cleary, P.D., McKenas, D., Pronk, N., Simon, G., Stang, P., Ustun, T.B. and Wang, P. (2003), "The World Health Organization Health and Work Performance Questionnaire (HPQ)", *Journal of Occupational and Environmental Medicine*, Vol. 45 No. 2, pp. 156-174.
- Koopmans, L., Bernaards, C.M., Hildebrandt, V.H., Schaufeli, W.B., De Vet, H.C.W. and Van der Beek, A.J. (2011), "Conceptual frameworks of individual work performance: a systematic review", *Journal of Occupational and Environmental Medicine*, Vol. 53 No. 8, pp. 856-866.
- Lenton, A.P., Slabu, L., Sedikides, C. and Power, K. (2013), "I feel good, therefore I am real: testing the causal influence of mood on state authenticity", *Cognition and Emotion*, Vol. 27 No. 7, pp. 1202-1224.
- May, R. (1981), *Freedom and Destiny*, Basic Books, New York, NY.
- Ménard, J. and Brunet, L. (2011), "Authenticity and well-being in the workplace: a mediation model", *Journal of Managerial Psychology*, Vol. 26 No. 4, pp. 331-346.
- Nahrgang, J.D., Morgeson, F.P. and Hofmann, D.A. (2011), "Safety at work: a meta-analytic investigation of the link between job demands, job resources, burnout, engagement, and safety outcomes", *Journal of Applied Psychology*, Vol. 96 No. 1, pp. 71-94.

- Nunnally, J.C. (1978), *Psychometric Theory*, 2nd ed., McGraw-Hill, New York, NY.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903.
- Preacher, K.J. and Hayes, A.F. (2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models", *Behavior Research Methods*, Vol. 40 No. 3, pp. 879-891.
- Roelen, C.A.M., Koopmans, P.C., de Graaf, J.H., van Zandbergen, J.W. and Groothoff, J.W. (2007), "Job demands, health perception and sickness absence", *Occupational Medicine*, Vol. 57 No. 7, pp. 499-504.
- Rogers, C.R. (1961), *On Becoming a Person: A Therapist's View of Psychotherapy*, Constable, London.
- Ryan, R.M., Laguardia, J.G. and Rawsthorne, L.J. (2005), "Self-complexity and the authenticity of self-aspects: effects on well-being and resilience to stressful events", *North American Journal of Psychology*, Vol. 7 No. 3, pp. 431-448.
- Schaufeli, W.B. and Bakker, A.B. (2004), "Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study", *Journal of Organizational Behavior*, Vol. 25 No. 3, pp. 293-315.
- Schaufeli, W.B., Bakker, A.B. and Salanova, M. (2006), "The measurement of work engagement with a short questionnaire: a cross-national study", *Educational and Psychological Measurement*, Vol. 66 No. 4, pp. 701-716.
- Schaufeli, W.B., Bakker, A.B. and van Rhenen, W. (2009), "How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism", *Journal of Organizational Behavior*, Vol. 30 No. 7, pp. 893-917.
- Schmid, P.F. (2005), "Authenticity and alienation: towards an understanding of the person beyond the categories of order and disorder", in Joseph, S. and Worsley, R. (Eds), *Person-Centred Psychopathology*, PCCS Books, Ross-on-Wye, pp. 75-90.
- Schmitt, N. (1996), "Uses and abuses of coefficient alpha", *Psychological Assessment*, Vol. 8 No. 4, pp. 350-353.
- Sheldon, K.M. (2004), "Integrity (honesty/authenticity)", in Peterson, C. and Seligman, M.E.P. (Eds), *Character Strengths and Virtues*, Oxford University Press, New York, NY, pp. 249-272.
- Sheldon, K.M. and Elliot, A.J. (1999), "Goal striving, need satisfaction, and longitudinal well-being: the self-concordance model", *Journal of Personality and Social Psychology*, Vol. 76 No. 3, pp. 482-497.
- Sheldon, K.M., Ryan, R.M., Rawsthorne, L.J. and Ilardi, B. (1997), "Trait self and true self: cross-role variation in the big-five personality traits and its relations with psychological authenticity and subjective well-being", *Journal of Personality and Social Psychology*, Vol. 73 No. 6, pp. 1380-1393.
- Shimazu, A. and Schaufeli, W.B. (2009), "Is workaholism good or bad for employee well-being? The distinctiveness of workaholism and work engagement among Japanese employees", *Industrial Health*, Vol. 47 No. 5, pp. 495-502.
- Spector, P.E. (2006), "Method variance in organizational research: truth or urban legend?", *Organizational Research Methods*, Vol. 9 No. 2, pp. 221-232.
- Taris, T.W. and Kompier, M.A. (2006), "Games researchers play – extreme-groups analysis and mediation analysis in longitudinal occupational health research", *Scandinavian Journal of Work, Environment & Health*, Vol. 32, pp. 463-472.
- Taris, T.W. and Schreurs, P.J.G. (2009), "Well-being and organizational performance: an organizational-level test of the happy-productive worker hypothesis", *Work & Stress*, Vol. 23 No. 2, pp. 120-136.

-
- Tims, M., Bakker, A.B. and Derks, D. (2013), "The impact of job crafting on job demands, job resources, and well-being", *Journal of Occupational Health Psychology*, Vol. 18 No. 2, pp. 230-240.
- Van Beek, I., Hu, Q., Schaufeli, W.B., Taris, T.W. and Schreurs, B.H.J. (2012), "For fun, love, or money: what drives workaholic, engaged, and burned-out employees at work?", *Applied Psychology: An International Journal*, Vol. 61 No. 1, pp. 30-55.
- Van den Bosch, R. and Taris, T.W. (2014), "Authenticity at work: development and validation of an Individual authenticity measure at work", *Journal of Happiness Studies*, Vol. 15 No. 1, pp. 1-18.
- Van den Broeck, A., Vansteenkiste, M., De Witte, H. and Lens, W. (2008), "Explaining the relationships between job characteristics, burnout, and engagement: the role of basic psychological need satisfaction", *Work & Stress*, Vol. 22 No. 3, pp. 277-294.
- Van den Broeck, A., Vansteenkiste, M., de Witte, H., Soenens, B. and Lens, W. (2010), "Capturing autonomy, competence, and relatedness at work: construction and initial validation of the work-related basic need satisfaction scale", *Journal of Occupational and Organizational Psychology*, Vol. 83 No. 4, pp. 981-1002.
- Van Veldhoven, M. and Meijman, T.F. (1994), *The Measurement of Psychosocial Strain at Work: The Questionnaire Experience and Evaluation of Work*, NIA, Amsterdam (in Dutch).
- Wood, A.M., Linley, A.P., Maltby, J., Baliouisis, M. and Joseph, S. (2008), "The authentic personality: a theoretical and empirical conceptualization and the development of the authenticity scale", *Journal of Counseling Psychology*, Vol. 55 No. 3, pp. 385-399.

Further reading

Akaike, H. (1987), "Factor analysis and AIC", *Psychometrika*, Vol. 52 No. 3, pp. 317-332.

Corresponding author

U. Baran Metin can be contacted at: u.b.metin@uu.nl

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgrouppublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com