

I Am Happy Because I Can Be Who I Am: The Role of Authenticity and Organizational Climate on Job Satisfaction and Subjective Well-Being

Abstract

Authenticity, being true to oneself, has been found to enhance life satisfaction. The present study aims to advance research on authenticity by contextualizing it into the workplace, thereby investigating the possible satisfaction outcomes brought about by being authentic at work. We proposed that dispositional authenticity and authenticity at work are two separate concepts (trait vs. state), in which team psychological safety (organizational climate) would moderate the relation between dispositional authenticity and authenticity at work, and employees' authenticity at work would predict job satisfaction and subjective well-being. 182 employees from Hong Kong were recruited to participate in our study. Online-based survey results yielded some support for the hypotheses. Dispositional authenticity was found to be a separate concept compared to authenticity at work. Consistent with previous research, authenticity at work enhanced job satisfaction and subjective well-being. Moreover, whereas authenticity at work mediated the relation between dispositional authenticity and job satisfaction and subjective well-being, team psychological safety moderated the relation between dispositional authenticity and authenticity at work. This study concludes that authenticity at work and psychological safety influenced employees' job satisfaction and subjective well-being. In particular, different dimensions of authenticity have distinct underlying mechanisms leading to specific outcomes.