

Authenticity at Work from a Person-Environment Fit Perspective

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Abstract

Purpose - The purpose of the current study is to test a moderated mediation model linking person-environment fit with workplace outcomes (engagement, meaning at work, and performance) through authenticity at work. Self-deception is examined as a potential moderating factor of the person-environment fit and authenticity at work relationship.

Design/methodology/approach - 163 employees participated in an online survey administered at two time periods. The hypotheses and research questions were empirically tested using the PROCESS Macro for SPSS, which conducts bootstrapped moderated mediation analyses.

Findings - Results showed that authenticity mediated a number of person-environment fit and workplace outcomes relationships, where person-environment fit was positively related to authentic self-awareness and authentic self-expression, which in turn were linked to positive organisational outcomes. Further, self-deception moderated a number of relationships between person-environment fit and authenticity at work where high self-deception was associated with high authenticity, and low levels of fit were buffered against by high levels of self-deception.

Research limitations/implications - Although the time-lagged design employed in this study does not completely eschew the limitations associated with cross-sectional designs, namely the need for caution when drawing causality assumptions, it has elucidated the interplay of authenticity with fit, self-deception, and workplace outcomes to enhance current understandings of authenticity in the workplace.

Practical implications - Organisations should encourage their employees to be authentic at work, and this can be promoted by ensuring good person-environment fit. Furthermore, high self-deception can act as a protective factor against low levels of person-environment fit.

Authenticity at Work

Originality/value - This study is among the first to explore authenticity at work, and the first to empirically examine the authenticity at work and person-environment fit relationship.

Keywords - Authenticity, Person-Environment Fit, Engagement, Meaning at Work, Performance, Self-Deception.

Introduction and Rationale

*“Authenticity is the daily practice of letting go of who we think
we’re supposed to be and embracing who we are.”*

- Brené Brown

Recent cultural trends encourage individuals to be themselves and to express their authentic selves in all aspects of their lives (Buckman, 2014). This is equally true in organisational environments where authenticity has become an increasingly important and desirable feature (Knoll, Meyer, Kroemer, & Schroder-Abe, 2015). Authenticity is a subjective experience and is defined as an individual’s ability to understand, and act in accordance with, their true self (Cable, Gino, & Staats, 2013; Harter, 2002; Metin, Taris, Peeters, van Beek, & Van den Bosch, 2016). The concept of authenticity has long attracted the attention of philosophers (Kernis & Goldman, 2006) and has been studied in relation to a wide variety of psychological topics including happiness (Seligman, Steen, Park, & Peterson, 2005), wellbeing (Ilies, Morgeson, & Nahrgang, 2005), identity (Caldwell, 2009; Cheng, 2004; Costas & Fleming, 2009), self-determination (Deci & Ryan, 1991), leadership (Randolph-Seng & Gardner, 2012; Spitzmuller & Ilies, 2010; Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008), and more recently with regards to the workplace and work-related outcomes (Menard & Brunet, 2011; Metin et al., 2016; Van den Bosch & Taris, 2014).

Authenticity research has been gaining momentum and popularity in management and organisational scholarship areas, and authenticity at work has emerged as one of the key questions, challenges, and opportunities in the broader authenticity field (Knoll et al., 2015; Metin et al., 2016). Researchers have begun to explore authenticity in more depth by examining how workplace characteristics can enable authenticity at work (Metin et al.,

2016; Van den Bosch & Taris, 2014). It has been suggested that person-environment fit, or an employee's perceptions of congruence within their organisational environment, may be an antecedent of experienced authenticity (Chen, Langner, & Mendoza-Denton, 2009). Similarly, self-deception, or one's adaptive tendency towards self-directed positive bias, is thought to interact with authenticity perceptions (Knoll et al., 2015; Paulhus, 1991). The multiple benefits of having authenticity in the workplace are also beginning to emerge with research showing how being one's true self at work, and investing one's authentic self into work-related roles, are associated with positive outcomes such as occupational wellbeing, engagement, and performance (Gagne & Deci, 2005; Metin et al., 2016; Rothbard & Patil, 2012; Van den Bosch & Taris, 2014).

However, most of the empirical research on authenticity to date is not specifically work-related, and there is limited empirical research focusing on how authentic self-expression can be facilitated in the workplace (Cable et al., 2013; Metin et al., 2016). The purpose of the current study is to explore the relationships between authenticity at work, person-environment fit, and workplace outcome variables relating to engagement, meaning at work, and performance. While the relationship between person-environment fit and authenticity in the workplace is an important and largely intuitive one, there is little empirical research linking these concepts together. Furthermore, the study examines the mediating role of authenticity on the relationship between person-environment fit and workplace outcomes, and explores the influence of self-deception within this relationship. This research will contribute towards increasing the current understanding of authenticity at work, as well as identifying potential facilitators of authenticity and authentic self-expression in the workplace.

Authenticity at Work

Authenticity encompasses the dictums “know thyself” and “be thyself”, and the desire to be authentic influences how one behaves (Harter, 2002). There are three general steps to achieving authenticity and these include knowing oneself, behaving and expressing oneself consistently, and remaining true to oneself despite expectations of others (Cable & Kay, 2012). Authenticity involves a sense of exploration and self-discovery and is often referred to as involving two primary dimensions: self-awareness and self-expression (Kernis, 2003; Knoll et al., 2015). Self-awareness is a cognitive component involving insight, understanding, and knowledge of one’s true self, as well as the motivation to increase knowledge about the self. Self-awareness comes about through both introspection and by considering others’ appraisals of oneself (Hansen & Pronin, 2012; Knoll et al., 2015). Self-expression is a behavioural component consisting of identity enactment and the ability to express one’s self congruently and genuinely in accordance with personal feelings, identity, and beliefs (Knoll et al., 2015; Van den Bosch & Taris, 2014; Wood, Linley, Maltby, Baliousis, & Joseph, 2008). Knowing the self and acting congruently with the self are also affected by one’s social and environmental context, whereby external factors influence an individual’s ability to understand and express themselves in certain situations (Kernis, 2003; Schmid, 2005; Van den Bosch & Taris, 2014).

There have been numerous conceptualisations of authenticity in the literature, resulting in some ambiguity surrounding the construct (Harter, 2002; Knoll et al., 2015). For example, the self-expression component of authenticity has often been utilised as a proxy measure for more generalised authenticity (Ryan, 1993). Both trait- and state-based approaches to authenticity have also been postulated, although experienced authenticity has been shown to change across roles and situations, favouring state-based conceptualisations

(Cable et al., 2013; Grandey, Foo, Groth, & Goodwin, 2012; Van den Bosch & Taris, 2014).

Trait-based viewpoints assume authenticity is an individual difference variable and therefore context independent, while state-based views assume authenticity is a subjective phenomenon and subject to situational or contextual influences (Knoll & van Dick, 2013; Knoll et al., 2015; Metin et al., 2016).

There are only a few valid measures of authenticity, and most are focused upon generalised and trait-based authenticity rather than state-based authenticity within a workplace environment (Metin et al., 2016; Roberts, Cha, Hewlin, & Settles, 2009; White, 2011). Kernis and Goldman's (2006) generalised authenticity framework and measure of authenticity (the Authenticity Inventory) is structured around self-awareness, unbiased processing, behaviours, and relational orientation. Wood et al. (2008) have also proposed a generalised model of authenticity and developed the Authenticity Scale, which incorporates a tripartite model encompassing authentic living, self-alienation, and acceptance of external influence. Both of these frameworks are based upon underlying trait-based assumptions and are grounded in clinical and humanistic psychology approaches. In terms of humanistic theories, authenticity can be thought of in relation to self-actualisation and how individuals need to respect and act in accordance with their own intrinsic needs and values (Erikson, 1959; Maslow, 1968). Individuals strive and endeavour to give accurate and authentic portrayals of themselves to others for both pragmatic and epistemic reasons (Swan, Stein-Seroussi, & Giesler, 1992). Kernis and Goldman (2006) also draw upon Rodger's (1961; 1965) concept of the fully functioning individual and self-determination theory (Deci & Ryan, 1995; 2000) where psychological needs for competence, relatedness, and autonomy are facilitated through and contribute towards authenticity. Wood et al.'s (2008) tripartite model is influenced by the person-centred counselling approach which focuses on the client's

experience of themselves (Barret-Lennard, 1998). Further analysis by White (2011) has supported the three-factor conceptualisation of authenticity outlined by Wood et al. (2008) over the four-factor structure proposed by Kernis and Goldman (2006).

More recently, Van den Bosch and Taris (2014) adapted Wood et al.'s (2008) framework to create a state-based tripartite model and measure of authenticity specifically designed for the workplace. This model will be utilised in the present study and also involves authentic living, self-alienation, and accepting external influence. The authenticity at work model emphasises the importance of knowing one's true self through insight and understanding, as well as being able to express that self congruently in the workplace. Authentic living involves identity enactment and encompasses consistent outward expressions of the self. More specifically, authentic self-expression involves representing one's perceived workplace identity through outward behaviours and expressions, and through conscious decisions about aspects such as clothing, office décor, and career choices (Roberts, 2007). Self-alienation involves disconnect from the self where an absence or lack of self-awareness reduces an individual's capacity for authenticity. Acceptance of external influence takes into account the willingness of individuals to be guided by others rather than by their inner self, and reflects the extent to which employees are influenced by their social workplace environment. While the notion of accepting external influence is still recognised as important, both Van den Bosch and Taris (2014) and Metin et al. (2016) found this variable to be a peripheral component of authenticity at work.

The authenticity at work model conceptualises workplace authenticity as a state-based variable which involves being oneself within a particular environment and focuses on perceptions of congruence with one's self at a particular moment in time (Van den Bosch & Taris, 2014). State-based approaches allow for the notion that perceptions of the self are

subject to change, and recognise the possibility that experienced authenticity at work can be encouraged and improved through organisational practices and procedures (Knoll et al., 2015; Metin et al., 2016). State-based measures also avoid the question of whether a ‘true self’ actually exists by asking about the subjective experience of being close to oneself at the present moment in time, rather than construing the self as a fixed conceptualisation or entity (Brown, 2015; Knoll et al., 2015).

The notion of subjectivity is also an essential consideration when thinking about workplace authenticity. Both authentic self-awareness and authentic self-expression are flexible, and allow for a balance between expressing one’s true identity and conforming to broader organisational or societal ideals, which may require particular standards of self-presentation (Knoll et al., 2015). For example, employees may adhere to expectations surrounding uniform or business attire regulations, but wear quirky socks as a way to still express themselves authentically in the workplace. Individuals also engage in identity experimentation as a process of facilitating self-discovery and enriching self-awareness and understanding. Authenticity can involve trying on new selves in different social settings as part of this growth and discovery process (Kernis, 2003; Kernis & Goldman, 2006; Rottinghaus & Van Esbroeck, 2011). The important element here is that so long as identity perceptions are in line with one’s overarching sense of self-concept, there is room for flexibility in self-expression. Further, so long as individuals have some freedom to express themselves according to how they perceive or believe themselves to be, they should feel as though they are being authentic to their inner selves (Brown, 2015; Schlegel & Hicks, 2011). In essence, authenticity pertains to a sense of coherence with regards to one’s thoughts, values, emotions, and behaviours, and this sense of coherence can be maintained across a range of context-responsive behaviours (Roberts, 2012).

Identity and identity formation are heavily reliant upon ongoing comparisons with ideal internal and/or external standards, and as such, individuals continuously monitor and modify their behaviours to match their perceived self (Caldwell, 2009; Roberts, 2005). This means there is potential for cross-role variation in felt authenticity (Sheldon, Ryan, Rawsthorne, & Ilardi, 1997). Erickson (1995a; b) has postulated that authenticity is experienced along a continuum from highly inauthentic to highly authentic as opposed to being a categorical variable. Having multiple work/life roles may require employees to display different behaviours across different contexts or situations, but so long as each of these roles are perceived to express particular aspects of one's authentic self, then authenticity can be maintained (Harter, 2002; Heppner et al., 2008; Humphrey, Ashforth, & Diefendorff, 2015; Sharp, 2015). Additionally, whilst being authentic does involve recognising one's true self (including both strengths and weaknesses), individuals may consciously choose to minimise their more undesirable features in line with socially acceptable norms of behaviour (Buckman, 2014). For instance, employees may choose to tone down certain traits whilst at work in line with their chosen workplace personas (Roberts et al., 2009).

Authenticity and Workplace Outcomes

While there has not yet been much empirical research on authenticity in the workplace, preliminary studies reveal numerous benefits of authenticity at both the individual and organisational levels. When employees feel authentic at work, they are more fully able to utilise their cognitive, emotional, and physical capabilities, which in turn influences effectiveness (Buckman, 2014). Experiencing authenticity at work has been positively related to autonomy, engagement, job satisfaction, creativity and innovation, performance, retention, self-esteem, and subjective wellbeing (Bettencourt & Sheldon, 2001; Cable et al., 2013; De

Dreu, Nijstad, Bechtoldt, & Baas, 2011; Menard & Brunet, 2011; Metin et al., 2016; Van den Bosch & Taris, 2014). Generalised authenticity can also predict increased self-esteem and positive affect, and is positively associated with self-acceptance, insight, personal growth, happiness, meaning, satisfaction, and better physical and psychological health (Heppner et al., 2008; Knoll et al., 2015; Roberts, 2012; Sheldon et al., 1997; Toor & Ofori, 2009; Waterman, 1993; Wood et al., 2008). Conversely, an inability to be authentic has been linked to negative affect, stress, psychopathology, and emotional labour (Metin et al., 2016; Schmid, 2005; Van den Bosch & Taris, 2014). Inauthenticity can hinder organisational diversity-related benefits along with the ability to capitalise on diverse perspectives (Argyris & Schon, 1978; Morrison & Milliken, 2000). Controlling one's authentic expression of emotions can also lead to risk aversion, cynicism, and resistance towards change (Huy, 2012). It has been suggested that lack of authenticity within the workplace could be utilised as 'warning sign' or screening instrument to identify where interventions are most needed (Van den Bosch & Taris, 2014).

Based upon previous research linking authenticity to positive work-related outcomes, the present study examines relationships between workplace authenticity and behavioural engagement, meaning at work, and self-rated performance. Engagement has been defined as a psychological state where employees invest energy into their work (Kahn, 1990; 1992) and is often measured through factors relating to vigour, dedication, and absorption (Schaufeli & Bakker, 2003; Schaufeli, Bakker, & Salanova, 2006). More recently, engagement has been conceptualised as a two-dimensional construct involving affective and behavioural components of felt and behavioural engagement (Stumpf, Tymon, & van Dam, 2013). These two factors involve one's emotional connection with work, and how one invests their personal resources at work. Behavioural engagement consists of observable behaviours that

extend beyond expected or typical workplace behaviours (Macey & Schneider, 2008).

Engaged employees see their work as fun and generally work hard because they enjoy their jobs (Shimazu & Schaufeli, 2009). Previous research suggests a positive relationship between authenticity and engagement (Cable et al., 2013; Leroy, Anseel, Dimitrova, & Sels, 2013; Sharp, 2015; Van den Bosch & Taris, 2014; Yagil & Medler-Liraz, 2013), although no studies to date have empirically examined behavioural engagement in relation to authenticity. Work engagement is a dynamic process which can change over time, and a key ingredient for organisational success (Rothbard & Patil, 2012). Kahn (1992) has hypothesised that psychological presence or the accessibility of one's true feelings and thoughts through self-awareness precedes the experience of engagement. Consistency between one's job and one's values allowing authentic self-expression has also been linked to higher levels of engagement (Van Beek, Hu, Schaufeli, Taris, & Schreurs, 2009). Therefore, it is expected that perceptions of authenticity at work should positively relate to the behavioural experience of workplace engagement:

Hypothesis 1a. Authentic living is positively related to behavioural engagement.

Hypothesis 1b. Self-alienation is negatively related to behavioural engagement.

Hypothesis 1c. Accepting external influence is negatively related to behavioural engagement.

Meaningfulness or eudaimonia involves both the search for and the presence of meaning in one's life and has been described as the sense, significance, and nature of one's existence (Peterson, Park, & Seligman, 2005; Steger, Frazier, Oishi, & Kaler, 2006). More specifically, meaning at work involves having a sense that one's work is both significant and purposeful (Pratt & Ashforth, 2003). Experienced meaningfulness is a key component of more generalised wellbeing which also involves global life evaluations and positive affect or emotions (OECD, 2013). Wellbeing has been linked to motivation, personal fulfilment, and

performance, and meaning at work is considered an indicator of overall occupational wellbeing (Gilboa, Shirom, Fried, & Cooper, 2008; Judge, Thoresen, Bono, & Patton, 2001; Spreitzer, Kizilos, & Nason, 1997; Steger et al., 2006). Finding meaning in life has been compared to living authentically (Kenyon, 2000), and while conceptual linkages between components of subjective wellbeing and authenticity at work have been suggested, empirical evidence is still largely lacking (Ilies et al., 2005; Pavot, Fujita, & Diener, 1997). Employees look to their selves to experience meaning and satisfaction, and authentic self-awareness enables congruent and meaningful interpretations of workplace efforts to be created (Schlegel & Hicks, 2011). Consequently, experiencing authenticity at work should be associated with the presence of meaning at work:

Hypothesis 2a. Authentic living is positively related to meaning at work.

Hypothesis 2b. Self-alienation is negatively related to meaning at work.

Hypothesis 2c. Accepting external influence is negatively related to meaning at work.

Self-rated performance encompasses beliefs about one's own levels of competence and accomplishment at work (Kessler et al., 2003; 2004). Self-report performance measures are widely employed in research due to the often difficult nature of gathering objective data, and because they typically involve global performance judgements, rather than focusing on limited or organisational-level criteria (Pransky et al., 2006). Self-report measures are also appropriate as they are the only way of capturing and assessing individual beliefs and attitudes. Though scarce, the empirical research suggests that self-rated performance is positively associated with authenticity at work (Metin et al., 2016). It has been suggested that jobs which promote authenticity through encouraging self-awareness and self-expression of one's values, beliefs, and interests may intrinsically motivate employees to invest more of their selves into their work thereby enhancing performance (Gagne & Deci, 2005).

Authenticity at Work

Authenticity has also been found to facilitate adjustment to one's roles which in turn enhances productivity (Sheldon et al., 1997). Accordingly, authenticity in the workplace is expected to relate positively to self-rated performance:

Hypothesis 3a. Authentic living is positively related to performance.

Hypothesis 3b. Self-alienation is negatively related to performance.

Hypothesis 3c. Accepting external influence is negatively related to performance.

Authenticity and Person-Environment Fit

Organisational characteristics may limit or enable authenticity at work (Sheldon et al., 1997). Organisations can allow employees to bring their own uniqueness to the role, and they can either encourage identity flexibility or identity compliance by permitting employees the freedom to express themselves, or by pressing them to conform to certain organisational values and ideals (Brown, 2015; Cable et al., 2013). Previous research has highlighted the importance of identifying favourable workplace conditions that enable authenticity and authentic self-expression. Studies have identified links between authenticity and job resources and demands (Metin et al., 2016), socialisation practices (Cable et al., 2013), authentic leadership (Hannah, Walumbwa, & Fry, 2011), and support for strengths use at work (Kong & Ho, 2016). Socialisation is more effective when it encourages new employees to explore and express their personal identities rather than simply absorbing and adopting the organisational identity (Cable et al., 2013; Dutton, Roberts, & Bednar, 2010; Reichers, 1987). Displaying and being able to use one's signature strengths at work also enables authentic self-expression and provides employees with an overarching sense of authenticity (Gilbert & Kelloway, 2014; Kong & Ho, 2016), while having high quality relationships at work allows one's authentic self to be displayed and affirmed (Buckman, 2014; Mitchell, 1992; Roberts, 2007). Restrictive role requirements and adverse working conditions on the other hand,

undermine authenticity, and if employees feel coerced into conformity, they tend to utilise irony, scepticism, and cynicism rather than responding with acceptance and compliance (Brown, 2015; Knoll et al., 2015).

In the present study, person-environment fit is proposed to influence authenticity in the workplace. Person-environment fit is a superordinate construct encompassing multiple types of fit and is a measure of the perceived congruence between individual and organisational characteristics (Chuang, Shen, & Judge, 2016). The most commonly researched types of fit, which will also be examined in the current study, include person-job fit, person-organisation fit, person-group or team fit, and person-supervisor fit (Kristof-Brown & Guay, 2011). Perceptions of fit encompass a wide range of different fit-related areas including congruence between workplace factors and individual characteristics relating to personality, values, goals, skills and abilities, interests, work styles, lifestyles, and preferred leadership styles (Chuang et al., 2016). Assessing degree of fit is a cognitive evaluative process and different types of fit can differentially affect workplace outcomes (Ostroff, Shin, & Kinicki, 2005). Fit is often deconstructed in the literature and studied one dimension at a time, which has resulted in a myriad of studies and findings (Edwards & Billsberry, 2010). However, individuals simultaneously experience multiple types of fit and therefore it makes sense to concurrently measure multiple fit dimensions (Jansen & Kristof-Brown, 2006; Wheeler, Buckley, Halbesleben, Brouer, & Ferris, 2005).

Perceptions of congruence between individual and organisational factors should lead to increased feelings of authenticity at work, as fitting in to one's organisational environment should allow for employees to feel more comfortable being themselves (Chen et al., 2009). There is currently little empirical research linking the ideas of authenticity and fit together and no research linking authenticity at work with person-environment fit. This is surprising

considering authenticity has been directly linked to fit and explicitly described as “the degree to which an individual’s values, beliefs, and characteristics (or shortly, their true self) fit his/her environment” (p. 487, Metin et al., 2016). Van den Bosch and Taris (2014) also describe authenticity at work as resulting from the congruence between individual and environmental characteristics and suggest that if there is high person-environment fit, then employees should feel more authentic. Even though the linkages between fit and authenticity are important and seemingly intuitive, there is also no research empirically examining how various fit factors are differentially related to authenticity in the workplace. The present study aims to identify if and to what extent each type of fit relates to authenticity (Chuang et al., 2016; Ostroff et al., 2005).

Person-environment fit theories are based on a number of different underlying psychological processes which also relate to authenticity at work. The complementarity-based view (Muchinsky & Monahan, 1987) suggests individuals complement their environment when their abilities match job requirements allowing the expression of one’s strengths within the workplace (Kong & Ho, 2016). Social identity theory explains how people have an inherent desire to fit in and seek social acceptance and affiliation which in turn facilitates authentic self-expression (Baumeister & Leary, 1995; Bettencourt & Sheldon, 2001; Leary & Baumeister, 2000; Leary, 2010). Self-determination theory links person-environment fit with the satisfaction of psychological needs where resulting autonomy and competence reduces the need for external influence whilst increasing one’s capacity for authentic self-expression (Bettencourt & Sheldon, 2001; Deci & Ryan, 1991; Metin et al., 2016). The similarity attraction paradigm (Byrne, 1971) and the interpersonal attraction theory (Huston & Levinger, 1978) both suggest individuals are attracted to others based on similar characteristics which aligns with authentic self-awareness and the capacity to know

one's true self. The attraction-selection-attrition framework also suggests that people are attracted to and selected into organisations which share their characteristics, and when employees no longer fit, they generally self-select themselves out by leaving the workplace (Cable & Judge, 1996; 1997; Schneider, 1987; Schneider, Goldstein, & Smith, 1995; Schneider, Smith, Taylor, & Fleenor, 1998).

While there is limited research relating to authenticity and fit, a few studies have examined associations between authentic self-expression and singular aspects of fit, and between value congruence and generalised authenticity. Both Bettencourt and Sheldon (2001) and Chen et al. (2009) found that greater congruence between individuals and their roles was associated with higher reports of self-expression in students. Bettencourt and Sheldon (2001) also noted how individuals can influence and modify their roles to ensure better fit, thereby enhancing feelings of authenticity. The 'value fit' approach (Freeman & Auster, 2011) suggests that authenticity emerges when employees and organisations both have aligned workplace values. These relationships are in line with person-job and person-organisation fit relating to increased workplace authenticity through awareness and expression of one's values and attributes as well as from a lack of external influence. Eagly (2005) has also postulated the importance of having leader-follower value compatibility when establishing authentic relationships, and it makes sense that relationships with one's team and one's supervisor would influence authenticity perceptions.

Conversely, it has also been shown that employees who experience low fit or congruence but remain with an organisation due to a lack of volition or the inability to leave (Marmot, 2004), often end up acting inauthentically. Research on inauthenticity has found that when employee and organisational values do not match, employees often pretend to fit in by creating facades of conformity, which involves suppressing one's own divergent values

and pretending to share the same values as the organisation (Hewlin, Dumas, & Burnett, 2015). This involves false representation and a level of self-compromise as employees are unable to express or acknowledge values which are core to their inner selves (Hewlin, 2003). However, if employees do see themselves reflected in their organisation, then they are more likely to identify with and feel able to express their true selves in the workplace (Brown, 2015). While this research is all either theoretical, focused on singular aspects of fit, or conducted with student populations rather than employees in the workplace, these relationships are akin to aspects of person-environment fit and their association with authenticity. Therefore, person-environment fit should be related to increased perceptions of authenticity at work, and the current research will also explore the relationships between different types of fit and authenticity:

Hypothesis 4a. Person-environment fit (comprising of person-job, person-organisation, person-team, and person-supervisor fit) is positively related to authentic living.

Hypothesis 4b. Person-environment fit (comprising of person-job, person-organisation, person-team, and person-supervisor fit) is negatively related to self-alienation.

Hypothesis 4c. Person-environment fit (comprising of person-job, person-organisation, person-team, and person-supervisor fit) is negatively related to accepting external influence.

Authenticity as a Mediator of Person-Environment Fit and Workplace Outcomes

Authenticity has been found to partially or fully mediate a number of relationships related to the workplace environment. Authenticity at work has a mediating role in the relationship between job resources and engagement, satisfaction, and performance (Metin et al., 2016). Perceptions of authentic self-expression (but not authentic self-awareness) also mediate the relationship between socialisation tactics and engagement, satisfaction, and performance, and between need satisfaction and self-concordant goal setting (Cable et al.,

2013; Milyavskaya, Nadolny, & Koestner, 2015). It has previously been hypothesised that correspondence between individual and role required traits could lead to authentic self-expression which may in turn foster greater wellbeing (Chen et al., 2009), and that perceived role fit could lead to meaningfulness through an individual's ability to express their values and beliefs in line with their overarching authentic self-concept (Brief & Nord, 1990; May, Gilson, & Harter, 2004; Shamir, 1991). The present study proposes that authenticity at work has a role in the relationship between person-environment fit and workplace outcomes. There is ample evidence linking person-environment fit factors with positive workplace outcomes (Chuang et al., 2016; Rottinghaus & Van Esbroeck, 2011; Strube, 2012), but less is known about how perceptions of fit influence authenticity and elicit specific workplace attitudes and behaviours.

Organisational practices and characteristics such as standardised socialisation and conformity cultures which increase perceptions of fit but also increase self-alienation may not lead to positive outcomes (Grandey, 2003; Roberts, 2012). This is because having to suppress aspects of one's identity can lead to dissonance between one's behaviours and feelings, which in turn is psychologically depleting (Metin et al., 2016). Not being able to display or express genuine emotions and feelings at work may also result in identity loss, with a false self emerging instead (Huy, 2012). Cognitive resources are required to deal with instances of identity conflict (Bell, 1990; Hewlin, 2003; Higgins, 1989; Settles, Sellers, & Damas, 2002), and this is especially true in roles where individuals are required to play a role such as in the service industry or where employees are faced with low levels of fit (Cable et al., 2013). Low-fit employees may attempt to suppress their less desirable values or attributes in line with external pressures, and while pretending to fit in may produce professional benefits, it

can also reduce authenticity and produce negative psychological, relational, and organisational outcomes (Hewlin, 2003; Roberts, 2005).

Being inauthentic to one's self is effortful and it has been postulated that it is not the lack of fit in itself, but the act of being inauthentic which then leads to negative workplace outcomes (Baumeister, Bratslavsky, Muraven, & Tice, 1998; Baumeister, Tice, & Hutton, 1989). Depletion of self-regulatory resources results in automatic tendencies to present one's self in a favourable rather than accurate manner, thereby inhibiting authentic self-expression (Greenwald & Banaji, 1995; Paulhus & Levitt, 1987; Pelham, Carvallo, & Jones, 2005; Vohs, Baumeister, & Ciarocco, 2005). Reducing identity conflict requires internal resources which could otherwise be utilised for work-related tasks (Brown, 2015; Fried, Ben-David, Tiegs, Avital, & Yeverechyahu, 1998; Roberts et al., 2009), and if employees behave inauthentically or try to become someone they are not based on external influences, then they tend to invest energy into maintaining this pretence rather than performing on the job (Cable & Kay, 2012; Goldberg & Grandey, 2007; Grandey, 2003). This is even true when employees do not rate authenticity as being an important consideration. No matter whether individuals mind playing a part or not, it is still emotionally draining and cognitively demanding and can lead to negative workplace outcomes such as poor emotional adjustment and decreased socialisation (Donahue, Robins, Roberts, & John, 1993; Sheldon et al., 1997). Even if individuals are feeling little conflict in having to behave inauthentically across different roles or situations, it is still a strain to develop and maintain this inner diversity (Linville, 1987). Therefore, while person-environment fit is important for workplace outcomes, person-job, person-organisation, person-team, and person-supervisor fit will only be associated with positive outcomes to the extent that they are linked to experienced authenticity at work:

Hypothesis 5a. Authentic living mediates the relationship between person-environment fit (person-job, person-organisation, person-team, and person-supervisor fit) and workplace outcomes (engagement, meaning at work, and performance).

Hypothesis 5b. Self-alienation mediates the relationship between person-environment fit (person-job, person-organisation, person-team, and person-supervisor fit) and workplace outcomes (engagement, meaning at work, and performance).

Hypothesis 5c. Accepting external influence mediates the relationship between person-environment fit (person-job, person-organisation, person-team, and person-supervisor fit) and workplace outcomes (engagement, meaning at work, and performance).

Authenticity and Self-Deception

Self-deception is an adaptive individual difference variable which colours one's perceptions of the world. It is the tendency towards positive bias and results in unrealistic optimism and an overly positive view of the self (Paulhus, 1991). It is an unconscious mechanism designed to skew interpretations of other people or events so as to create personal gains such as decreased anxiety and inner tension, increased self-esteem, and an enhanced sense of coherence and identity (Bachkirova, 2015; Hagedorn, 1996; Paulhus & Buckels, 2012; Trivers, 2011). Self-deceptive mental processes may be evolutionary (Lockard & Paulhus, 1988; Trivers, 1985) or an essential part of one's psychological defence mechanisms (Sackeim, 1988). The concept of self-deception is a highly debated topic with some describing it as maladaptive and something to be curtailed (Caldwell, 2009; The Arbinger Institute, 2010) while others think self-deception can sometimes be beneficial to wellbeing and general human functioning (Audi, 1985; Baron, 1988; Lockard & Paulhus, 1988; Taylor, 1989). The extant research shows significant relationships between self-deception and measures of adjustment (Hart, Ritchie, Hepper, & Gebauer, 2015), but while self-deception

can result in greater motivation, persistence, and performance, it may also create overconfidence and result in biased decision-making and dysfunctional behaviours (Bachkirova, 2015; Hirschfeld, Thomas, & McNatt, 2008; Taylor & Brown, 1988).

In the present study, self-deception is expected to interact with authenticity and person-environment fit to predict organisational outcomes. While self-deception is theoretically the opposite of authenticity as it involves deception of the self and a corresponding reduction in self-awareness (Caldwell, 2009; Sartre, 1966), there is also the potential for self-deception to increase or positively relate to authenticity. For example, individuals can hold certain beliefs about themselves and act accordingly, and in doing so turn their beliefs into reality (Pears, 1984; Taylor, 1989). This aligns with the adage ‘fake it till you make it’ where individuals portray valued identity aspects in line with their overarching sense of self-concept to increase feelings of authenticity (Humphrey et al., 2015). Self-deception may be adaptive in this sense because it actually reduces cognitive load associated with identity dissonance by making individuals believe what they are trying to portray, meaning they do not have to hold both truth and lie in their consciousness (Trivers, 2011). Self-deception and authenticity are both linked to well-adjusted personalities (Knoll et al., 2015) and it may be the case that some degree of self-deception is beneficial in promoting a healthy outlook on life (Zerbe & Paulhus, 1987).

Self-deception can also be utilised to artificially increase low person-environment fit perceptions and is a potential process through which facades of conformity are created. Employees are motivated to conform to organisational values and goals, although using self-deception to fit in may become maladaptive when it impedes authenticity (Bachkirova, 2015). There is also the potential for employees to engage in self-deception when they perceive high person-environment fit to ensure consistency in their expression of expected

role-related emotions and behaviours. These individuals may need to fake emotions or behaviours at certain times but do so willingly because they identify with their role (Humphrey et al., 2015). As self-deception can result in biased responding, it is often considered a contaminant or inaccurate assessment of the self which distorts self-report measures (Knoll et al., 2015; Metin et al., 2016; Randolph-Seng & Gardner, 2012) and researchers usually control for this potential influence by simply partialling out the effects of self-deception (Hart et al., 2015; Vispoel & Kim, 2014). However, these effects may also represent actual content variance in some situations or settings (Zerbe & Paulhus, 1987) where an individual's propensity to self-deceive influences the relationships between variables. The present study aims to explore the relationships between self-deception and person-environment fit, authenticity, and workplace outcomes in more depth:

Research Question 1. Does self-deception interact with person-environment fit to predict authenticity at work?

Research Question 2. Does self-deception moderate the indirect effect of person-environment fit on workplace outcomes through authenticity?

Overview of Current Research

Figure 1 outlines the expected relationships between the variables of interest. No previous studies have empirically linked person-environment fit and workplace authenticity, and these findings could lead to practical and useful real world applications. The present study will examine relationships between person-environment fit and authenticity at work and explore if and to what extent different forms of fit are related to or more important for authenticity in the workplace. Relationships between both authenticity and person-environment fit on the one hand and organisational outcomes of engagement, meaning, and performance on the other hand will also be examined. In addition, the current study predicts

that authenticity will mediate the relationship between person-environment fit and positive workplace outcomes, and that self-deception will moderate the person-environment fit and authenticity at work relationship.

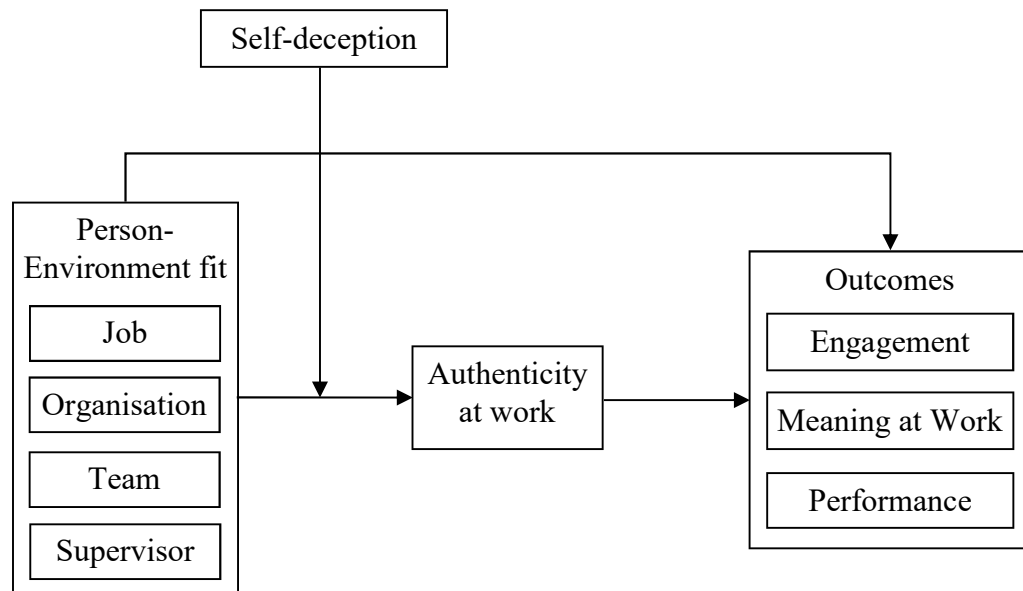


Figure 1. Proposed model for the associations between authenticity at work, person-environment fit, self-deception, and workplace outcome variables.

Method

Participants

Participants for this study comprised of employees from a large New Zealand public sector organisation. Two online surveys were distributed to 217 employees within the organisation, and in total 179 surveys were completed and returned at Time 1 (response rate of 82%) and 163 surveys were completed and returned at Time 2. This resulted in an attrition rate of 9% between Time 1 and Time 2, and brought the total response rate to 75%. Of the 163 participants who completed the survey at both time periods, 64% were male ($N = 105$) and 36% were female ($N = 58$). Participants had a mean age of 45.9 years ($SD = 10.2$ years).

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In terms of job level, 3% were executives ($N = 5$), 18% were senior managers ($N = 29$), 20% were team leaders ($N = 33$), 52% were team members ($N = 84$), and 7% listed their job category as 'other' ($N = 12$).

Procedure and Design

A time-lagged design with two time periods (T1 and T2) spaced approximately one month apart was utilised to mitigate common method variance between predictor and criterion or outcome variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). A period of one month between surveys was chosen so as to avoid memory and boredom effects whilst still being close enough to minimise effects from major changes within either the organisation or the variables of interest (Podsakoff, MacKenzie, & Podsakoff, 2012). Care was also undertaken to understand the context of the organisation and whether specific events (e.g. change) were taking place that might influence responses and results.

Employees were sent an email invitation (see Appendix A) asking them to participate in two confidential online surveys about their perceptions in relation to the workplace. Participation was voluntary although employees were incentivised by being given the opportunity to go into a prize draw to win one of four \$200 Westfield vouchers if they completed the survey at both T1 and T2. Participants were informed that the study had gained ethics approval from the University of Canterbury Human Ethics Committee. The survey was administered via Qualtrics and if employees wished to participate they clicked on the survey link and were directed to an informed consent and information page which contained more detailed information about the study's purpose, as well as planned data treatment and usage (see Appendix B). If the employees agreed, they then began the T1 survey which took approximately 20 minutes to complete (see Appendix C for example survey format). Participants completed all survey measures at T1 as well as providing demographic

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information. For each survey scale, a further open ended question was also asked (“If you have any further comments, please enter them here”) to allow participants to elaborate upon their responses should they wish to do so. Participants who completed the initial survey were then sent a further email approximately one month later asking them to complete the T2 survey. This survey again consisted of all survey measures except for the demographic information and also took approximately 20 minutes to complete. Each survey remained open for a total of two weeks and employees were sent an email reminder three days before each survey closed. T1 and T2 survey responses were matched using participant names which were then removed and replaced with identifying numbers. All participants who completed both surveys were given the opportunity to enter the prize draw by providing their email address and this information was collected separately to protect participant confidentiality.

Measures

All variables were measured using self-report survey methods and all scales (except for performance) were measured using a 7-point Likert rating scale. A full list of survey items can be seen in Appendix D.

Authenticity at Work

Authenticity was measured using the Individual Authenticity Measure at Work (IAM Work) which has been designed by Van den Bosch and Taris (2014) to specifically measure state-based authenticity in a work-related setting. There were 12 items answered on a 7-point anchored rating scale, from 1 (“does not describe me at all”) to 7 (“describes me very well”). Participants were instructed to focus on their most recent work position when answering the items. The measure consists of three dimensions (with four items each) and includes authentic living (e.g. “I behave in accordance with my values and beliefs in the workplace”), self-alienation (e.g. “At work, I feel out of touch with the ‘real me’”), and

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accepting external influence (e.g. “I am strongly influenced in the workplace by the opinions of others”). Reliability analysis has previously shown reasonable internal consistency for both authentic living ($\alpha = .76$) and self-alienation ($\alpha = .85$), and while accepting external influence has lower reliability ($\alpha = .67$), a three factor model fits the data best (Van den Bosch & Taris, 2014).

Person-Environment Fit

Person-environment fit was measured using the multidimensional Perceived Person-Environment Fit Scale (PPEFS; Chuang et al., 2016), which contains four subscales measuring person-job, person-organisation, person-team, and person-supervisor fit. There were 26 items measured on a 7-point Likert scale from 1 (“no match”) to 7 (“complete match”) and all items began with “How would you describe the match between...”. The scale has been found to have high internal consistency with .84 for person-job fit (four items), .91 for person-organisation fit (seven items), .89 for person-team fit (ten items), and .90 for person-supervisor fit (five items) (Chuang et al., 2016).

Engagement

Behavioural engagement was evaluated using the behavioural engagement subscale from the Felt and Behavioural Engagement measure by Stumpf, Tymon, and van Dam (2013). The questions were modified for a first-person perspective and the measure consisted of 9 items (e.g. “I often put more effort into the job than is required to help the organisation succeed”). The items were measured on a 7-point anchored scale from 1 (“does not describe me at all”) to 7 (“describes me very well”). Previous internal consistency is excellent with .91 for behavioural engagement and test-retest reliability also shows adequate consistency across a four month time period ($r = .51$) (Stumpf et al., 2013).

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Meaning at Work

Meaning at work was measured using the presence of meaning subscale from a version of the Meaning in Life Questionnaire (Steger, Frazier, Oishi, & Kaler, 2006) adapted to the workplace (in line with Menard & Brunet, 2011). The measure consisted of 5 items and was rated on a 1 to 7 Likert scale from “absolutely untrue” to “absolutely true”. Participants were asked to be truthful and accurate and advised that there were no right or wrong answers. Previous internal consistency is good with .86 for the presence of meaning subscale (e.g. “My work has a clear sense of purpose”) and test-retest reliability is also satisfactory with ranges between .70 and .73 over a one month period (Steger et al., 2006).

Performance

Self-rated global performance was measured using a single item from the World Health Organisation’s Health and Work Performance Questionnaire (HPQ; Kessler et al., 2003) in line with Shimazu and Schaufeli (2009) and Metin et al. (2016). It asked participants to assess their overall work performance during the past four weeks on a self-anchored rating scale ranging from 0 to 10 where 0 was their “worst performance” and 10 was their “top performance”. Using a single item self-report global measure of performance has been shown to be valid as well as efficient and inclusive as it allows for generalisability across both job roles and occupations (Kessler et al., 2004; Shimazu & Schaufeli, 2009). Both subjective and objective measures of performance have been found to yield similar results, and single item measures provide a better overall summary rating of performance, as employees are able to combine all of the various dimensions involved within their jobs (Forth & McNabb, 2008; Kessler et al., 2004; Shimazu & Schaufeli, 2009).

Self-Deception

Self-deception was measured using a 7-item subscale from the abbreviated version of the Balanced Inventory of Desirable Responding (from the Short Form BIDR-16, Hart, Ritchie, Hepper, & Gebauer, 2015; originally based on Paulhus, 1991). The scale utilised 7 propositions to measure self-deceptive positivity (the tendency towards positive bias). Items were measured using a 7-point rating scale ranging from 1 (“absolutely untrue”) to 7 (“absolutely true”). An example question is “I am very confident of my judgements”. The original BIDR (Paulhus, 1991) contained 40 propositions measuring both self-deception and impression management, and the BIDR Short Form reduced this number down to 16 propositions for brevity reasons (8 items for self-deception and 8 items for impression management; Hart et al., 2015). In the present study, the item “I have sometimes doubted my ability as a lover” was further removed from the self-deception subscale due to its lack of face validity and low factor loading (below .40, Hart et al., 2015). Coefficient alphas for the original BIDR range from .68 to .80 for self-deception (Paulhus, 1991) and the BIDR Short Form has equivalent reliability for self-deception with Cronbach’s alphas ranging from .64 to .82. Test retest-reliabilities range from .74 to .79 over a two-week period (Hart et al., 2015).

Demographic/Control Variables

Participants were also asked to provide their gender, age, and current job level. These measures were gathered to ascertain demographic information and to control for any potentially confounding variables within the relationships of interest.

Data Analysis

All statistical analyses were calculated using IBM SPSS (Version 23). Before commencing data analysis, T1 and T2 participant survey responses were matched and any participants who completed the survey at T1 but not T2 were removed. Prior to removal of

these participants, independent sample t-tests were conducted on all variables and no significant differences were found between T1 survey responses which were omitted due to missing data and those responses included for further analysis. Necessary items were reverse coded and it was decided that both fit and authenticity measures would be taken from one time point while self-deception and outcome variables would be taken from the other time period so as to avoid common method variance by temporally separating predictor and criterion variables (Podsakoff et al., 2003).

Preliminary data analysis included exploratory factor analyses and descriptive and correlational statistics to examine the dimensionality and relationships between variables. Moderated mediation analyses were then conducted using the PROCESS macro for SPSS (Hayes, 2013) to test each of the outlined hypotheses.

Based upon a power analysis for moderated mediation outlined by Preacher, Rucker, and Hayes (2007), the study's N of 163 is sufficient to find significant medium effect sizes ($B = .39$, recommended $N = 100$) with $>.95$ power, but not necessarily large enough to detect significant small effect sizes ($B = .14$, recommended $N = 200$ to 500). Therefore, all effect sizes between the less stringent cut-off of $p = .10$ and $p = .05$ have also been identified and were considered marginally significant, or as approaching significance.

Results

Preliminary Statistical Analyses

Exploratory Factor Analyses

Exploratory factor analyses using principal axis factoring with oblique rotation (direct oblimin) were conducted to assess and establish the dimensionality of each scale within a New Zealand population, and reliability analyses were conducted to obtain

measures of internal consistency. Cronbach's alphas (α) for all variables can be seen in Table 1 and detailed factor analysis information showing rotated factor loadings, communalities, eigenvalues, and percentage of variance explained for each measure can be found in Tables A to L in Appendix E. All Kaiser-Meyer-Olkin (KMO) measures ranged between .71 and .90 and are above the suggested level of .50 (Field, 2014) indicating sampling adequacy. All internal consistency measures also ranged between .70 and .91 indicating acceptable to excellent reliability (George & Mallery, 2003; Nunnally, 1994).

Items from each scale which demonstrated poor measurement properties were identified and removed from further analysis. Examination of the authenticity at work measure (Table A) revealed three factors with eigenvalues greater than 1 (Kaiser, 1960) which is as expected, and items clustered into the correct subscales representing authentic living, self-alienation, and accepting external influence respectively. Both person-job fit (Table B) and person-supervisor fit (Table C) loaded onto single factors as did meaning at work (Table J). However, person-organisation fit, person-team fit, engagement, and self-deception initially loaded onto two factors and items were removed from these scales to improve reliability and dimensionality.

For person-organisation fit (Tables D and E), the second of the two initial factors had a low eigenvalue of just .39. It was decided to remove item 7 ("rate the match between you and your organisation's priorities regarding competition with other organisations") based on qualitative comments about how the organisation in question is a monopoly and not in competition with any other organisations, and because it had a factor loading of .37 which is below the recommended cut-off of .40 (Hinkin, 1995). Once this item was removed, all items then loaded onto a single factor and reliability increased from .83 to .86. Person-team fit (Tables F and G) also initially loaded onto two factors aligning with the congruence

between values and goals (items 1 to 7), and congruence with team member characteristics (items 8 to 10). The decision was made to remove items 1 to 7 as they overlapped with person-organisation fit (it may have been hard for participants to distinguish between congruence with the organisation and with their team) and because these items were highly correlated with the items from person-organisation fit ($r = .66$) suggesting they were measuring similar constructs. While internal consistency decreased slightly (from .91 to .87), the remaining 3 items loaded onto a single factor and the percentage of variance accounted for increased from 61.39% to 69.85%.

The initial factor analysis for engagement (Table H) revealed items clustering around two factors although the eigenvalue for the second factor was only .70. The decision was made to remove the three items loading onto this second factor (items 5 to 7) as items 5 and 6 more accurately referred to attitudes rather than behaviours, and item 7 had a low communality (.29). Once these were removed, the remaining 6 items (Table I) loaded onto a single factor, reliability increased slightly (from .86 to .87), and the percentage of variance accounted for improved from 51.81% to 53.65%. Similarly, self-deception (Tables K and L) initially loaded onto two factors with the second factor's eigenvalue at only .49. It was decided to remove items 3 and 5 as item 3 loaded on to the second factor and item 5 was low on both factors. Both items also had low item total correlations (.26 and .25 respectively) and once removed, the remaining 5 items loaded onto a single factor with reliability improving from .68 to .70.

Descriptive Statistics and Correlation Coefficients

Composite scores were created for each subscale and descriptive statistics including means, standard deviations, and correlation coefficients were calculated and are presented in Table 1. Self-deception was calculated using continuous scoring rather than the original

dichotomous method in line with suggestions by Robinson and Ryff (1999), Robinson, Moeller, and Goetz (2009), and Vispoel and Kim (2014). Data quality was inspected through examination of outliers and scatterplots, and while some slight range restriction was observed, means and standard deviations suggest sufficient variability. In addition, the bootstrapping process utilised by PROCESS for moderated mediation does not assume normal distribution thus rendering the assumption of normality as inconsequential (Preacher & Hayes, 2008).

Consistent with suggestions that higher authenticity at work is associated with beneficial workplace outcomes, authentic living was positively and significantly related to engagement, meaning, and performance, and both self-alienation and accepting external influence were negatively and significantly related to engagement and meaning, although not to performance. Similarly, higher person-environment fit was also related to better workplace outcomes. Person-job, person-organisation, and person-team fit (although not person-supervisor fit) were all positively and significantly associated with engagement. All types of fit had positive significant associations with meaning, but only person-job and person-team fit were positively and significantly related to performance. In line with suggestions that greater person-environment fit is related to higher levels of authenticity at work, correlations revealed that all types of fit had significant positive associations with authentic living and significant negative associations with self-alienation, although only person-job fit had a significant negative association with accepting external influence. Finally, self-deception was also significantly related to all variables, with positive associations between self-deception and all types of fit, all workplace outcomes, and authentic living, and negative associations with self-alienation and accepting external influence.

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Table 1.
Descriptive statistics, correlations, and internal consistency for all variables.

| | <i>M</i> | <i>SD</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---------------------------------|----------|-----------|--------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|----|
| 1. Authentic Living | 5.99 | 0.70 | (.81) | | | | | | | | | | | |
| 2. Self-Alienation | 2.09 | 1.20 | -.50** | (.91) | | | | | | | | | | |
| 3. Accepting External Influence | 3.94 | 1.17 | -.34** | .36** | (.79) | | | | | | | | | |
| 4. Person-Job Fit | 5.25 | 0.81 | .38** | -.45** | -.19* | (.71) | | | | | | | | |
| 5. Person-Organisation Fit | 5.16 | 0.98 | .44** | -.36** | -.14 | .46** | (.86) | | | | | | | |
| 6. Person-Team Fit | 4.98 | 1.18 | .32** | -.39** | -.10 | .53** | .46** | (.87) | | | | | | |
| 7. Person-Supervisor Fit | 4.50 | 1.23 | .25** | -.38** | -.15 | .40** | .39** | .50** | (.90) | | | | | |
| 8. Behavioural Engagement | 5.78 | 0.67 | .35** | -.18* | -.25** | .38** | .24** | .20* | .09 | (.87) | | | | |
| 9. Presence of Meaning | 5.89 | 0.83 | .41** | -.48** | -.23** | .45** | .43** | .29** | .28** | .48** | (.88) | | | |
| 10. Performance | 7.66 | 1.09 | .18* | -.03 | -.15 | .30** | .15 | .17* | -.04 | .54** | .26** | - | | |
| 11. Self-Deception | 4.93 | 0.87 | .46** | -.35** | -.26** | .35** | .36** | .33** | .28** | .33** | .41** | .38** | (.70) | |
| 12. Age | 45.87 | 10.20 | .15 | .02 | -.19* | .06 | .24** | .04 | -.02 | .09 | .17* | .12 | .12 | - |

Note. Internal consistency (α) scores presented on the diagonal. * $p < .05$ (two-tailed); ** $p < .01$ (two-tailed).

Control Variables

Gender, age, and job level were then tested to examine if there were any significant differences in authenticity at work, person-environment fit, or workplace outcomes depending on participants' demographics. All three control measures were significantly correlated with a number of other variables of interest, and so were kept in and used as measures of control during further analyses. T-tests and ANOVAs were also utilised to identify which differences between these variables were significant.

Independent sample t-tests revealed significant gender differences for authentic living ($t(160) = 2.26, p = .03, d = .37$), person-job fit ($t(161) = 2.19, p = .03, d = .36$), and self-deception ($t(159) = 2.46, p = .02, d = .41$), with males scoring higher than females in all three scales.

Correlations (see Table 1) revealed significant associations between age for accepting external influence ($r = -.19$), person-organisation fit ($r = .24$), and meaning ($r = .17$), suggesting that as participants get older they accept less external influence, have higher organisational fit, and more meaning at work.

ANOVAs using Gabriel post hoc testing (as sample sizes between groups were different) revealed a number of significant job level differences, primarily between senior management and team members (all differences significant at the $p = <.05$ level with medium to large effect sizes). Senior managers scored significantly higher than team members on authentic living ($M_{diff} = .54, d = .77$), person-organisation fit ($M_{diff} = .60, d = .61$), engagement ($M_{diff} = .44, d = .70$), and meaning ($M_{diff} = .48, d = .63$), and significantly lower than team members on self-alienation ($M_{diff} = -.91, d = -.84$) and accepting external influence ($M_{diff} = -.72, d = -.67$). Team leaders and those who listed their job category as 'other' also scored significantly higher than team members on person-organisation fit (M_{diff}

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= .65, $d = .74$, and $M_{diff} = .96$, $d = 1.09$ respectively). There were no significant differences for person-job fit, person-team fit, person-supervisor fit, performance, or self-deception.

Hypothesis Testing

To test the hypotheses, moderated mediation analyses were conducted using bias corrected bootstrap confidence intervals for the indirect effects based on 1,000 bootstrap samples. Predictor and moderator variables were grand mean centred to prevent multicollinearity (Cohen, Cohen, West, & Aiken, 2003), and unstandardized coefficients are reported throughout (in line with recommendations by Hayes, 2013). Results are shown in Tables 2 to 6 and described in detail below.

Analyses were conducted using model 7 from the PROCESS Macro (Hayes, 2013) with authenticity at work being tested as a mediator of the relationship between person-environment fit and workplace outcomes. Self-deception was included as a moderator of the relationship between fit and authenticity. Moderated mediation allows for the complete model to be tested for each predictor and outcome as it calculates both direct and indirect effects. These include the direct effects of fit on authenticity (hypotheses 4a, 4b, 4c), fit on outcomes, and authenticity on outcomes (hypotheses 1a, b, c, 2a, b, c, and 3a, b, c), as well as the indirect mediation effects of authenticity in the relationship between fit and outcomes (hypotheses 5a, 5b, 5c), and the direct and indirect moderation effects of self-deception between fit in relation to authenticity and workplace outcome variables (research questions 1 and 2). Indication of support for each of these hypotheses is outlined in Table 7 below.

Direct Effects

Tables 2 to 5 show the direct effects of different facets of person-environment fit and demographic variables on authenticity and workplace outcomes, as well as the effects of authenticity on workplace outcomes, when all other variables (including self-deception)

have been controlled for. All effect size values (R^2) represent medium (.09) to large (.25) effects (Preacher & Kelley, 2011). Results show person-job fit ($B = .18, p < .01$), person-organisation fit ($B = .21, p < .01$), and person-team fit ($B = .09, p < .05$) were all positively related to authentic living, suggesting that as fit increases, so does authentic self-expression. Person-job fit ($B = -.49, p < .01$), person-organisation fit ($B = -.30, p < .01$), person-team fit ($B = -.28, p < .01$), and person-supervisor fit ($B = -.29, p < .01$) were all negatively related to self-alienation which indicates that as fit increases, self-awareness increases. However, none of the fit variables were significantly related to accepting external influence suggesting that fit is unrelated to whether participants are influenced by their external environment. Hence, hypothesis 4a which predicted fit would be positively related to authentic living is supported, hypothesis 4b predicting fit would be negatively related to self-alienation is supported, and hypothesis 4c which predicted fit would be negatively related to accepting external influence is not supported.

Person-job fit was also significantly related to engagement ($B = .28, p < .01$), meaning ($B = .29, p < .01$), and performance ($B = .50, p < .01$), person-organisation fit was significantly related to meaning ($B = .18, p < .01$), and person-team fit was marginally related to performance ($B = .14, p < .10$). All other associations between fit and outcomes were non-significant. This suggests that higher person-job fit is associated with better workplace outcomes, higher person-organisation fit is associated with greater meaning, and higher person-team fit is associated with better self-rated performance.

Across the four facets of person-environment fit tested, authentic living was significantly related to engagement ($B = .24$ to $.29, p < .01$), and marginally related to meaning ($B = .14$ to $.22, p < .10$) and performance ($B = .19$ to $.31, p < .10$), while self-alienation was significantly related to meaning ($B = -.20$ to $-.24, p < .01$) and marginally

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related to performance ($B = .10$ to $.23, p < .10$). Accepting external influence was marginally related to both engagement ($B = -.07$ to $-.08, p < .10$) and performance ($B = -.11$ to $-.15, p < .10$). All other associations between authenticity and outcomes were non-significant. This indicates that authentic living is associated with higher engagement, meaning, and performance, self-alienation is associated with less meaning but higher performance, and accepting external influence is associated with lower engagement and performance. Therefore, hypotheses predicting relationships between authenticity at work and workplace outcomes are partially supported and are further outlined in Table 7.

It is interesting to note that when all other variables were controlled for, age was still significantly related to accepting external influence ($B = -.02, p < .05$) and marginally significant in relation to meaning ($B = .01$ to $.02, p < .10$) indicating that older participants accept less external influence and have greater meaning at work. Job level was also approaching significance with authentic living ($B = -.09$ to $-.11, p < .10$) and was significantly related to self-alienation ($B = .17$ to $.27, p < .05$) suggesting that participants who are lower in the organisational hierarchy have less authentic living and greater self-alienation.

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Table 2.

Results of bootstrapped moderated mediation analyses examining the relations of person-job fit and authenticity at work on engagement, meaning, and performance.

| | B (SE) | | | | | |
|-----------------------|-------------|--------------|-------------|-------------|--------------|-------------|
| | AL | SA | AE | Engagement | Meaning | Performance |
| Gender | -.07 (.11) | -.15 (.19) | -.04 (.21) | .04 (.11) | .09 (.12) | .09 (.19) |
| Age | .01 (.01) | .01 (.01) | -.02 (.01)* | -.00 (.01) | .01 (.01)^ | .00 (.01) |
| Job Level | -.09 (.05)^ | .17 (.09)* | .14 (.10) | -.02 (.05) | .06 (.06) | .05 (.09) |
| P-J Fit | .18 (.07)** | -.49 (.12)** | -.09 (.13) | .28 (.07)** | .29 (.08)** | .50 (.12)** |
| S-D | .31 (.06)** | -.36 (.11)** | -.27 (.12)* | | | |
| P-J Fit × S-D | -.13 (.07)^ | .27 (.12)* | -.01 (.13) | | | |
| AL | | | | .24 (.09)** | .17 (.09)^ | .19 (.15) |
| SA | | | | .09 (.05) | -.20 (.06)** | .23 (.09)** |
| AE | | | | -.08 (.05)^ | -.03 (.05) | -.14 (.08)^ |
| <i>F</i> | 10.56** | 9.46** | 3.05** | 5.61** | 11.21** | 3.84** |
| <i>R</i> ² | .31 | .28 | .11 | .22 | .35 | .16 |

Note. P-J, person-job; S-D, self-deception; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000. ^ $p < .10$ (two-tailed); * $p < .05$ (two-tailed); ** $p < .01$ (two-tailed).

Table 3.

Results of bootstrapped moderated mediation analyses examining the relations of person-organisation fit and authenticity at work on engagement, meaning, and performance.

| | B (SE) | | | | | |
|-----------------------|-------------|--------------|-------------|-------------|--------------|-------------|
| | AL | SA | AE | Engagement | Meaning | Performance |
| Gender | -.12 (.11) | -.05 (.20) | -.04 (.20) | -.03 (.11) | -.01 (.12) | -.03 (.20) |
| Age | .00 (.01) | .01 (.01) | -.02 (.01)* | -.00 (.01) | .01 (.01) | .00 (.01) |
| Job Level | -.09 (.05)^ | .19 (.09)* | .15 (.10) | -.03 (.06) | .05 (.06) | .04 (.10) |
| P-O Fit | .21 (.06)** | -.30 (.10)** | .01 (.10) | .08 (.06) | .18 (.07)** | .14 (.11) |
| S-D | .26 (.06)** | -.34 (.11)** | -.27 (.11)* | | | |
| P-O Fit × S-D | -.05 (.06) | .06 (.11) | -.07 (.11) | | | |
| AL | | | | .25 (.09)** | .14 (.10) | .21 (.16) |
| SA | | | | .03 (.05) | -.23 (.06)** | .13 (.09) |
| AE | | | | -.07 (.05) | -.03 (.05) | -.11 (.09) |
| <i>F</i> | 11.04** | 6.28** | 2.75** | 3.07** | 9.65** | 1.32 |
| <i>R</i> ² | .32 | .21 | .10 | .13 | .32 | .06 |

Note. P-O, person-organisation; S-D, self-deception; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000. ^ $p < .10$ (two-tailed); * $p < .05$ (two-tailed); ** $p < .01$ (two-tailed).

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Table 4.

Results of bootstrapped moderated mediation analyses examining the relations of person-team fit and authenticity at work on engagement, meaning, and performance.

| | B (SE) | | | | | |
|-----------------------|-------------|--------------|--------------|-------------|--------------|-------------|
| | AL | SA | AE | Engagement | Meaning | Performance |
| Gender | -.05 (.11) | -.16 (.19) | -.06 (.20) | .00 (.11) | .03 (.13) | -.01 (.20) |
| Age | .01 (.01) | .01 (.01) | -.02 (.01)* | -.00 (.01) | .02 (.01)^ | .01 (.01) |
| Job Level | -.10 (.05)^ | .21 (.09)* | .14 (.10) | -.03 (.06) | .04 (.06) | .03 (.10) |
| P-T Fit | .09 (.05)* | -.28 (.08)** | .02 (.09) | .06 (.05) | .08 (.05) | .14 (.08)^ |
| S-D | .31 (.06)** | -.36 (.11)** | -.33 (.11)** | | | |
| P-T Fit × S-D | -.05 (.05) | .04 (.09) | -.01 (.09) | | | |
| AL | | | | .27 (.09)** | .21 (.10)* | .25 (.15)^ |
| SA | | | | .04 (.06) | -.24 (.06)** | .16 (.09)^ |
| AE | | | | -.07 (.05) | -.03 (.06) | -.15 (.09)^ |
| <i>F</i> | 9.40** | 7.23** | 3.00** | 2.98** | 8.79** | 1.78^ |
| <i>R</i> ² | .28 | .23 | .11 | .13 | .30 | .08 |

Note. P-T, person-team; S-D, self-deception; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000. ^ $p < .10$ (two-tailed); * $p < .05$ (two-tailed); ** $p < .01$ (two-tailed).

Table 5.

Results of bootstrapped moderated mediation analyses examining the relations of person-supervisor fit and authenticity at work on engagement, meaning, and performance.

| | B (SE) | | | | | |
|-----------------------|-------------|--------------|--------------|-------------|--------------|-------------|
| | AL | SA | AE | Engagement | Meaning | Performance |
| Gender | -.06 (.12) | -.22 (.19) | .04 (.21) | -.02 (.12) | .05 (.13) | -.02 (.20) |
| Age | .01 (.01) | .01 (.01) | -.02 (.01)* | -.00 (.01) | .01 (.01)^ | .01 (.01) |
| Job Level | -.11 (.05)* | .27 (.09)** | .15 (.10) | -.03 (.06) | .04 (.06) | .04 (.10) |
| P-S Fit | .06 (.05) | -.29 (.07)** | -.04 (.08) | -.02 (.05) | .07 (.05) | -.08 (.08) |
| S-D | .35 (.07)** | -.43 (.11)** | -.29 (.12)** | | | |
| P-S Fit × S-D | -.07 (.05) | .30 (.08)** | .06 (.09) | | | |
| AL | | | | .29 (.09)** | .22 (.10)* | .31 (.15)* |
| SA | | | | .02 (.06) | -.24 (.06)** | .10 (.10) |
| AE | | | | -.08 (.05) | -.02 (.06) | -.14 (.09)^ |
| <i>F</i> | 9.08** | 11.46** | 3.30** | 3.12** | 8.50** | 1.49 |
| <i>R</i> ² | .28 | .33 | .12 | .14 | .30 | .07 |

Note. P-S, person-supervisor; S-D, self-deception; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000. ^ $p < .10$ (two-tailed); * $p < .05$ (two-tailed); ** $p < .01$ (two-tailed).

Indirect Effects

Table 6 shows the significant conditional indirect effects of person-environment fit on workplace outcomes via authenticity at differing levels of self-deception (and Tables M to P in Appendix F show the complete indirect effects for person-job, person-organisation, person-team, and person-supervisor fit respectively). 95% Confidence intervals not containing zero indicate significant indirect mediating effects. When self-deception was held constant, authentic living significantly mediated the relationships between person-job ($B = .04$, CI [.00, .12]), person-organisation ($B = .05$, CI [.01, .12]), and person-team fit ($B = .02$, CI [.00, .08]) and engagement, as well as between person-team fit ($B = .02$, CI [.00, .06]) and meaning. This indicates that greater person-job, -organisation, and -team fit are associated with higher authentic living which in turn relates to higher levels of engagement. Similarly, greater person-team fit relates to higher authentic living and in turn higher meaning.

Self-alienation significantly mediated the relationships between person-job ($B = .10$, CI [.04, .20]), person-organisation ($B = .07$, CI [.02, .14]), person-team ($B = .07$, CI [.02, .13]), and person-supervisor fit ($B = .07$, CI [.03, .13]) and meaning, and between person-job ($B = -.12$, CI [-.25, -.02]) and person-team fit ($B = -.04$, CI [-.14, -.00]) and performance. Higher levels of all types of fit are associated with less self-alienation and in turn, higher meaning, and higher person-job and person-team fit are associated with less self-alienation which then relates to lower performance. Therefore, hypotheses 5a and 5b which predicted authentic living and self-alienation would mediate the relationship between fit and workplace outcomes are partially supported while hypothesis 5c predicting accepting external influence would mediate the fit and workplace outcome relationship is not supported.

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Table 6.

Significant conditional indirect effects of person-job, person-organisation, person-team, and person-supervisor fit on engagement, meaning, and performance.

| | | 95% CIs | |
|--------------------------------|---------------|---------------|---------------|
| | <i>B</i> (SE) | LL | UL |
| <i>Person-job fit</i> | | | |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .07 (.04) | .0072 | .1680 |
| Mean self-deception | .04 (.03) | .0005 | .1185 |
| +1 <i>SD</i> of self-deception | .02 (.03) | -.0416 | .0901 |
| <i>Meaning at Work</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .05 (.04) | .0017 | .1520 |
| Mean self-deception | .03 (.03) | -.0013 | .1048 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0278 | .0753 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | .14 (.06) | .0504 | .2976 |
| Mean self-deception | .10 (.04) | .0354 | .1998 |
| +1 <i>SD</i> of self-deception | .05 (.04) | -.0039 | .1445 |
| <i>Performance</i> | | | |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.17 (.09) | -.3964 | -.0394 |
| Mean self-deception | -.12 (.06) | -.2542 | -.0240 |
| +1 <i>SD</i> of self-deception | -.06 (.05) | -.1959 | .0055 |
| <i>Person-organisation fit</i> | | | |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .06 (.03) | .0108 | .1481 |
| Mean self-deception | .05 (.03) | .0111 | .1174 |
| +1 <i>SD</i> of self-deception | .04 (.03) | .0033 | .1291 |
| <i>Meaning at Work</i> | | | |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | .08 (.04) | .0143 | .1755 |
| Mean self-deception | .07 (.03) | .0234 | .1374 |
| +1 <i>SD</i> of self-deception | .06 (.03) | .0072 | .1455 |
| <i>Person-team fit</i> | | | |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .03 (.03) | .0013 | .1089 |
| Mean self-deception | .02 (.02) | .0005 | .0772 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0185 | .0712 |

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Meaning at Work

Mediator: AL

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .03 (.02) | .0013 | .0885 |
| Mean self-deception | .02 (.02) | .0000 | .0643 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0135 | .0630 |

Mediator: SA

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .07 (.04) | .0126 | .1663 |
| Mean self-deception | .07 (.03) | .0173 | .1313 |
| +1 <i>SD</i> of self-deception | .06 (.03) | .0079 | .1328 |

Performance

Mediator: AL

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .04 (.03) | .0005 | .1092 |
| Mean self-deception | .02 (.02) | -.0012 | .0782 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0152 | .0815 |

Mediator: SA

| | | | |
|--------------------------------|------------|---------------|---------------|
| -1 <i>SD</i> of self-deception | -.05 (.04) | -.1756 | -.0003 |
| Mean self-deception | -.04 (.03) | -.1382 | -.0008 |
| +1 <i>SD</i> of self-deception | -.04 (.03) | -.1403 | -.0009 |

Person-supervisor fit

Meaning at Work

Mediator: AL

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .03 (.02) | .0003 | .0985 |
| Mean self-deception | .01 (.02) | -.0032 | .0629 |
| +1 <i>SD</i> of self-deception | .00 (.01) | -.0272 | .0330 |

Mediator: SA

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .13 (.04) | .0530 | .2288 |
| Mean self-deception | .07 (.03) | .0262 | .1298 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0313 | .0600 |

Performance

Mediator: AL

| | | | |
|--------------------------------|-----------|--------------|--------------|
| -1 <i>SD</i> of self-deception | .04 (.03) | .0005 | .1218 |
| Mean self-deception | .02 (.02) | -.0056 | .0690 |
| +1 <i>SD</i> of self-deception | .00 (.02) | -.0401 | .0376 |

Note. LL, lower limit; UL, upper limit; CI, confidence interval; AL, authentic living; SA, self-alienation. Bootstrap sample size 1,000.

Table 7 outlines the hypotheses relating to the direct and indirect effects of person-environment fit, authenticity at work, and workplace outcomes, and provides an indication of support for each of these outlined hypotheses.

Table 7.

Indication of support for hypotheses relating to person-environment fit, authenticity at work, and workplace outcomes.

| | Hypothesis | Support Status |
|-----|---|----------------|
| 1a. | Authentic living is positively related to engagement | Supported |
| 2a. | Authentic living is positively related to meaning at work | Supported |
| 3a. | Authentic living is positively related to performance | Supported |
| 1b. | Self-alienation is negatively related to engagement | Not Supported |
| 2b. | Self-alienation is negatively related to meaning at work | Supported |
| 3b. | Self-alienation is negatively related to performance | Not Supported |
| 1c. | Accepting external influence is negatively related to engagement | Supported |
| 2c. | Accepting external influence is negatively related to meaning at work | Not Supported |
| 3c. | Accepting external influence is negatively related to performance | Supported |
| 4a. | Person-environment fit is positively related to authentic living | Supported |
| 4b. | Person-environment fit is negatively related to self-alienation | Supported |
| 4c. | Person-environment fit is negatively related to accepting external influence | Not Supported |
| 5a. | Authentic living mediates person-environment fit and workplace outcomes | Supported |
| 5b. | Self-alienation mediates person-environment fit and workplace outcomes | Supported |
| 5c. | Accepting external influence mediates person-environment fit and workplace outcomes | Not Supported |

Moderating Effects

Tables 2 to 5 reveal that self-deception is directly related to authenticity at work. Self-deception was significantly related to authentic living ($B = .26$ to $.35$, $p < .01$), self-alienation ($B = -.34$ to $-.43$, $p < .01$), and accepting external influence ($B = -.27$ to $-.33$, $p < .05$), indicating that higher self-deception results in higher levels of authentic living, and lower levels of self-alienation and accepting external influence.

The interaction between person-job fit and self-deception was approaching significance in predicting authentic living ($B = -.13$, $p < .10$), and both person-job fit ($B = .27$, $p < .05$) and person-supervisor fit ($B = .30$, $p < .01$) significantly interacted with self-deception to predict self-alienation.

To further examine these interaction effects and determine under which conditions the moderating effects were smaller or larger, interaction plots were created at high and low levels of self-deception ($\pm 1 SD$) and these can be seen in Figures 2 to 4. $\pm 1 SD$ was chosen to represent high and low levels of self-deception in line with recommendations by Akhtar, Bal, and Long (2016).

Figure 2 depicts the interaction between person-job fit and self-deception on authentic living and shows that at low levels of person-job fit, high self-deception was associated with higher ratings of authentic living than low self-deception.



Figure 2. Two-way interaction plot (person-job fit \times self-deception) - authentic living.

Figures 3 and 4 show the interactions between both person-job and person-supervisor fit and self-deception on self-alienation and reveal that at low levels of fit (both person-job and person-supervisor), low self-deception is associated with higher self-alienation than high self-deception.

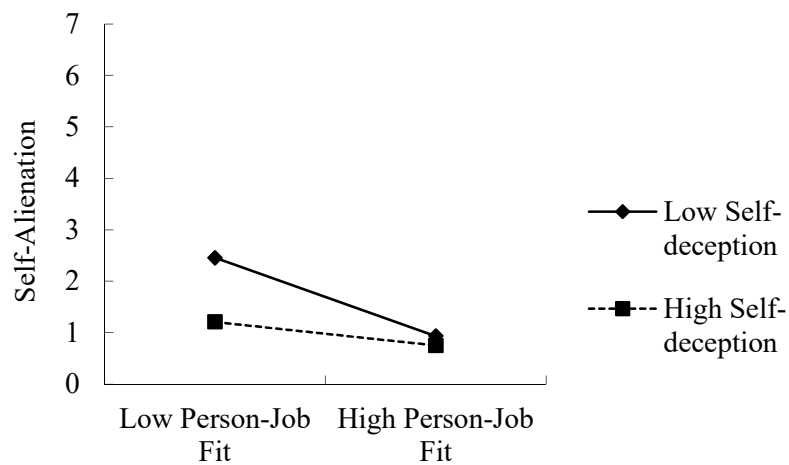


Figure 3. Two-way interaction plot (person-job fit \times self-deception) - self-alienation.

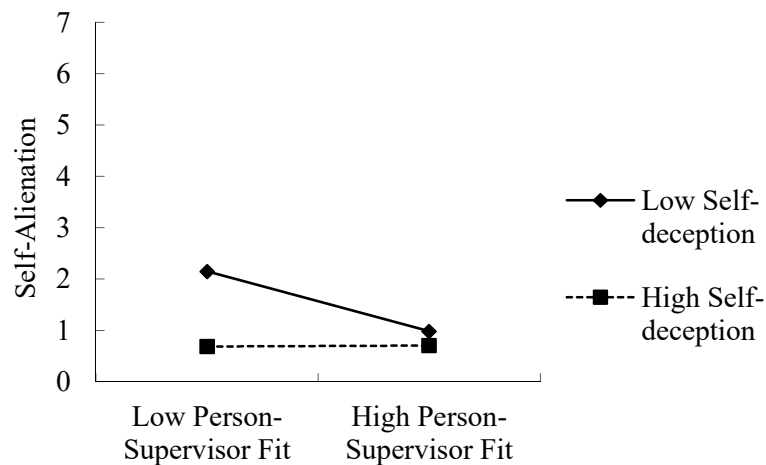


Figure 4. Two-way interaction plot (person-supervisor fit \times self-deception) - self-alienation.

Finally, indirect conditional moderated mediation effects were examined and can be seen in Table 6 (and Tables M to P in Appendix F). These effects determine whether and how the mediating effects of authenticity on the relationship between fit and outcomes are dependent upon self-deception levels (± 1 SD). For authentic living, person-job fit and person team-fit were significantly related to engagement via authentic living when self-

deception was low (P-J $B = .07$, CI [.01, .17]; P-T $B = .03$, CI [.00, .11]) but not when self-deception was high (P-J $B = .02$, CI [-.04, .09]; P-T $B = .01$, CI [-.02, .07]), and person-organisation fit was significantly related to engagement via self-alienation when self-deception was both low ($B = .06$, CI [.01, .15]) and high ($B = .04$, CI [.00, .13]). Person-job, person-team, and person-supervisor fit were all significantly related to meaning via authentic living when self-deception was low (P-J $B = .05$, CI [.00, .15]; P-T $B = .03$, CI [.00, .09]; P-S $B = .03$, CI [.00, .10]) but not when self-deception was high (P-J $B = .01$, CI [-.03, .08]; P-T $B = .01$, CI [-.01, .06]; P-S $B = .00$, CI [-.03, .03]), and person-team and person-supervisor fit were also significantly related to performance via authentic living when self-deception was low (P-T $B = .04$, CI [.00, .11]; P-S $B = .04$, CI [.00, .12]) but not when self-deception was high (P-T $B = .01$, CI [-.02, .08]; P-S $B = .00$, CI [-.04, .04]).

For self-alienation, person-job fit and person-supervisor fit were significantly related to meaning via self-alienation when self-deception was low (P-J $B = .14$, CI [.05, .30]; P-S $B = .13$, CI [.05, .23]) but not when self-deception was high (P-J $B = .05$, CI [-.00, .14]; P-S $B = .01$, CI [-.03, .06]), and person-organisation fit and person-team fit were significantly related to meaning via self-alienation when self-deception was both low (P-O $B = .08$, CI [.01, .18]; P-T $B = .07$, CI [.01, .17]) and high (P-O $B = .06$, CI [.01, .15]; P-T $B = .06$, CI [.01, .13]). Person-job fit was also significantly related to performance via self-alienation when self-deception was low ($B = -.17$, CI [-.40, -.04]) but not when self-deception was high ($B = -.06$, CI [-.20, .01]), and person-team fit was significantly related to performance via self-alienation when self-deception was both low ($B = -.05$, CI [-.18, -.00]) and high ($B = -.04$, CI [-.14, -.00]).

Mediating effects present at low but not at high levels of self-deception indicate conditional moderated mediation, whereas effects present when self-deception is both low

and high indicates mediating effects which are not dependent upon levels of self-deception. Conditional moderated mediation effects suggest authentic living and self-alienation play a mediating role only when self-deception is low, and that when self-deception is high, authentic living and self-alienation do not account for the relationships between person-environment fit and workplace outcomes. However, mediating effects which are present at both low and high levels of self-deception indicate that authentic living and self-alienation mediate these fit and workplace outcome relationships no matter what the levels of self-deception are.

Discussion

The main aims of the current study were to examine the concept of state-based authenticity at work in relation to person-environment fit and a range of workplace outcomes. This included examining the mediating effect of authenticity on the fit and workplace outcome relationship, and testing a moderated mediation model that included self-deception as the moderator variable. The present study is amongst one of the few to empirically examine authenticity in a work-related environment, and the first to empirically examine the authenticity at work and person-environment fit relationship. Exploratory factor analysis supported the tripartite construction of authenticity at work outlined by Van den Bosch and Taris (2014) with results showing three distinct but related dimensions of authenticity.

In regards to the relationships between authenticity and workplace outcomes, authentic living, or the capacity to express oneself authentically at work, was positively related to behavioural engagement, meaning at work, and self-rated performance. These relationships are in line with previous findings (Menard & Brunet, 2011; Metin et al., 2016; Van den Bosch & Taris, 2014), and based on their magnitude, suggest that self-expression

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appears to be the most important aspect of authenticity at work when it comes to positive organisational outcomes. This may be because having to deliberately present oneself in a certain way, rather than being able to express one's self authentically, can create additional cognitive load (Baumeister, 1989) due to constant monitoring of behaviours, heightened arousal, and preoccupation with self-presentation strategies, which in turn results in reduced engagement and performance (Cable & Kay, 2012; Grandey, 2000; Roberts, 2005). It makes sense that authentic self-expression enables the acting out of meaningful workplace interpretations (Schlegel & Hicks, 2011), relates to behavioural engagement which involves observable above-and-beyond behaviours (Stumpf et al., 2013), and enhances performance (Gagne & Deci, 2005). Self-alienation, or lack of self-awareness, was related to lower meaning at work but higher performance, suggesting that employees who lack self-awareness find less meaning in their work and estimate their own performance as being higher, on average, than their colleagues'. It is important to note that while authentic living seems to have a stronger bearing on engagement and performance, self-alienation appears to have a greater impact on meaning. While not knowing oneself intuitively aligns with not knowing what one finds meaningful (Schlegel & Hicks, 2011), the positive performance relationship with self-alienation is surprising and may be to do with the fact that higher self-awareness results in more accurate performance assessments. Accepting external influence had slightly weaker associations across outcome measures but was significantly related to reduced engagement and performance as expected, which may be because being influenced by one's social environment relates to extrinsic rather than intrinsic motivation, thereby leading to less investment of the self and lower performance (Gagne & Deci, 2005).

A number of person-environment fit factors were related to authenticity at work, with person-job, person-organisation, and person-team fit associated with higher authentic living,

and all types of fit (person-job, -organisation, -team, and -supervisor fit) relating to less self-alienation, or greater self-awareness. This is consistent with research suggesting that fitting in allows employees to know and be themselves in the workplace (Bettencourt & Sheldon, 2001; Chen et al., 2009). Interestingly, person-supervisor fit was not significantly related to authentic living, indicating that fit with one's supervisor does not affect perceptions of authentic self-expression. This finding is particularly intriguing as authentic leadership research suggests that having leaders who act authentically or congruently with their true selves can motivate other employees to act authentically themselves (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Avolio & Luthans, 2006). This finding may mean that it is not congruence with one's leader, but in fact other leadership qualities, which affect an employee's authentic self-expression. Person-environment fit variables were not significantly related to accepting external influence, and in combination with smaller magnitude relationships with outcomes, this implies that accepting external influence may be the least influential factor in the authenticity at work conceptualisation. These results are in line with previous observations (Metin et al., 2016; Van den Bosch & Taris, 2014), and are an interesting finding as relational and contextual pressures to conform or enact an 'ideal work self' are arguably the most relevant sources of inauthenticity at work (Hewlin et al., 2015; Kernis & Goldman, 2006; Morrison & Milliken, 2000). This finding warrants further investigation into how self-awareness and self-expression are able to compensate for or relate to social influence in the workplace.

A number of small but significant mediation effects of authenticity on the relationship between fit and organisational outcomes were found. Authentic living mediated the relationships between person-job, person-organisation, and person-team fit and engagement, and person-team fit and meaning at work, while self-alienation mediated the relationships

between all types of fit and meaning at work, and person-job and person-team fit and performance. Again, external influence did not significantly mediate any of the relationships between fit and workplace outcomes. These results indicate that authentic self-awareness and authentic self-expression both play a role in the fit and workplace outcome relationship, and that it is not only fit, but also the experience of authentic self-awareness and self-expression, which relates to positive workplace outcomes. Therefore, organisational practices and initiatives which attempt to change individual attributes to match those of the organisation may not be beneficial unless they also increase perceptions of authenticity, or more specifically, perceptions of authentic self-awareness and authentic self-expression (Rottinghaus & Van Esbroeck, 2011).

Results examining the effects of self-deception on authenticity found interaction and indirect moderated mediation effects. Self-deception was positively associated with authenticity in line with suggestions that both of these factors are related to measures of adjustment (Hart et al., 2015; Knoll et al., 2015), and that employees can portray valued aspects of their identity to increase authenticity perceptions (Humphrey et al., 2015). Self-deception interacted with person-job fit to predict authentic living, and with person-job and person-supervisor fit to predict self-alienation. In each of these cases, having high self-deception predicted higher authentic living and lower self-alienation, irrespective of fit perceptions. Specifically, results showed that for those with low perceptions of fit, higher self-deception was more beneficial for authentic self-expression and authentic self-awareness. This indicates a potential protective factor or buffering effect where self-deception can help to protect against the negative effects of low fit on authenticity. This may be related to artificially increasing fit using facades of conformity (Hewlin et al., 2015). However, self-deception also related to higher authenticity and therefore this process does not

appear to be maladaptive (Bachkirova, 2015). These results may also simply indicate how low self-deceivers are more honest about and aware of the extent to which their workplace enables authenticity. This is something quantitative research cannot determine, but which further qualitative studies may elucidate. Results also found that self-deception moderated a number of mediating effects. While some mediation relationships were significant no matter whether self-deception was low or high, other mediating relationships were only significant when self-deception was low but not when self-deception was high. For example, when self-deception was low, authentic living partly accounted for the relationship between person-job fit and engagement, but when self-deception was high, authentic living no longer mediated this relationship. This suggests that in these cases, high self-deception actually accounts for some of the positive mediating effects of authenticity between person-environment fit and workplace outcomes.

Finally, results found that older participants tended to accept slightly less external influence and had slightly higher meaning at work, while those higher in the organisational hierarchy were more self-aware and able to authentically express themselves in the workplace. These findings are consistent with previous studies which found that high organisational power is linked to more expression of thoughts, feelings, and attitudes (Anderson & Berdahl, 2002; Berdahl & Martorana, 2006), and suggests that as people age, they choose their roles based on more internal and meaningful or purposeful motivations. In future, researchers should further examine the notion of tenure to more accurately determine whether it is age, tenure at one's organisation, or both, which relates to increased meaning and reduced external influence.

Methodological Considerations

There are several methodological considerations which need to be taken into account when interpreting the current results. Excellent response and retention rates with a relatively even representation of males and females, and a wide cross-section of job levels throughout the organisation indicates good generalisability of results (Calder, Phillips, & Tybout, 1982). However, these should still be treated with caution until further research has established wider generalisability of authenticity at work across organisations, countries, and cultures. In addition, whilst both confidence intervals and effect sizes were considered as well as *p*-values in line with the new statistic paradigm (Cumming, 2012), the power of the current study was too low to detect significant small effects, and therefore future research using moderated mediation analyses should aim to obtain between 200 and 500 participants to improve statistical power (Preacher et al., 2007). It is also important to note that even small effect sizes may constitute a meaningful difference towards one's perceptions of authenticity at work and in turn, individual and organisational benefits.

While there are some limitations associated with self-report measures, they are appropriate for assessing individual perceptions. For instance, individuals may be able to externally portray authenticity whilst not internally feeling authentic (Gardner, Fischer, & Hunt, 2009). Researchers have previously examined the congruence between both self and other perceptions of authenticity and found that other reports predict authentic self-expression but not authentic self-awareness (Knoll et al., 2015). This seems reasonable as external behaviours are observable and are generally used by others to infer intentions and emotions. Because of this, and as authenticity has been described as an affective-cognitive process involving reflection upon one's authenticity at the present moment in time (Liedtka, 2008; Roberts et al., 2009), self-report measures are the most appropriate measurement

method as they fully capture the multidimensionality of authenticity at work (Buckman, 2014). Self-reporting can also be problematic for common method variance, but this was overcome by collecting data across two time periods (Podsakoff et al., 2003), and any bias resulting from inflated self-report ratings was controlled for by measuring and partialling out the effects of self-deception (Knoll et al., 2015; Randolph-Seng & Gardner, 2012).

Causality cannot be inferred due to the cross-sectional nature of the study, and it may turn out that there is a reciprocal relationship between person-environment fit and authenticity at work. For example, individuals may initially be selected into organisations with good fit, and then further adapt their identities in line with authentic perceptions of the self to better fit within the organisation (Dutton et al., 2010; Strube, 2012). It has also been suggested that individuals need a certain level of self-knowledge or self-awareness before they can begin to search for congruence between the self and their environment (Rottinghaus & Van Esbroeck, 2011). In future, studies could rely on longitudinal designs to determine directionality, as well as test whether authenticity at work can lead to increases in perceptions of person-environment fit.

The current study utilised a trait-based and generalised method to measure the construct of self-deception, although in reality, self-deception may be a combination of both the situation and an individual's propensity to self-deceive (Mele, 1997). It would be beneficial to retest the authenticity at work and self-deception relationship once further theory development and qualitative research has been undertaken to frame and refine the construct and measures of self-deception, particularly regarding its conceptualisation and operationalisation in occupational settings. Further, while in the research literature engagement is sometimes considered a precursor of performance and individual wellbeing, the current study considered all outcomes simultaneously as the focus was on how

authenticity related to workplace outcomes, rather than how each of the outcomes related to one another (Bakker & Bal, 2010; Metin et al., 2016).

Practical and Theoretical Implications

The present study has a number of practical and theoretical implications for practitioners and researchers alike. It was expected that the results would elucidate whether and how organisations should focus their practices to increase perceptions of authenticity at work. Generally speaking, results show that authenticity should be encouraged at work and that by promoting fit in the workplace, it may be possible to encourage perceptions of authenticity, and in turn create more positive organisational outcomes. Emphasis should be placed on increasing authentic self-awareness and authentic self-expression, and researchers have suggested that organisations should focus on creating a positive culture and facilitating a climate of authenticity where employees are able to express their individual differences and beliefs (Hewlin et al., 2015). Leaders should acknowledge and communicate how diverse perspectives and authenticity are beneficial in the workplace, whilst organisational norms should allow for authentic self-expression (Jayne & Dipboye, 2004; Kossek, Lobel, & Brown, 2006). Results also suggest that team members have lower levels of authenticity compared to managers, and therefore, interventions aimed at increasing authenticity in the workplace could be targeted more towards team members. Low levels of authenticity can act as a warning sign for unfavourable working conditions and indicate that organisational practices and systems need to be modified to rectify these sentiments (Van den Bosch & Taris, 2014).

Organisations should be able to promote authenticity in the workplace by maximising person-environment fit perceptions. Fit is already a familiar concept within the workplace as recruiters make hiring decisions and applicants choose organisations based

upon fit perceptions (Cable & DeRue, 2002). For instance, fit is often emphasised during recruitment and selection and can be further encouraged and increased during socialisation (Cable et al., 2013). Considering multiple types of fit also enables the identification of specific areas where fit perceptions are mismatched, allowing for more targeted interventions (Chuang et al., 2016). In the case of low fit, employees should still be encouraged to act authentically to help counteract any negative individual or organisational side effects. It is also important to further educate the workforce about authenticity by describing what it is, and how individuals can still be authentic whilst bounded by external constraints. For example, authenticity does not necessarily mean having to voice one's opinions or act out one's thoughts all of the time, but rather involves knowing and acting in line with one's overarching sense of self-concept (Buckman, 2014; Roberts, 2012).

The current study tested Van den Bosch and Taris's (2014) state-based measure of authenticity at work and its tripartite construction, and supports its adequacy and further usage in theoretical and practical research. Results also add further credence to suggestions that accepting external influence is a peripheral component of the overarching authenticity construct, and that greater emphasis should be placed on authentic self-awareness and authentic self-expression (Knoll et al., 2015; Metin et al., 2016).

Future Research Suggestions

While authenticity research does seem to be gaining momentum, there are still a number of research directions which should be explored in more depth. Future research should examine additional links between authenticity at work and interpersonal (e.g. motivation, personality, needs), relational (e.g. social support), and organisational variables to clarify its nomological framework. Moreover, future research should rely on longitudinal designs to further enhance current understandings of how one recognises and expresses their

true self at work. Since it has been suggested that individuals can modify or influence their roles to ensure better fit (Bettencourt & Sheldon, 2001), which in turn enhances authenticity, job crafting could also be measured as part of this relationship, perhaps as an additional mechanism by which authenticity at work can be increased. Job crafting allows employees to match their abilities and needs to their job by either physically changing one's work activities or relational boundaries, or by cognitively reframing one's roles (van Zyl, Deacon, & Rothmann, 2010; Wrzesniewski, 2003). Current findings should also be replicated in other industries and job types to examine whether authenticity at work differs across contexts.

The lower self-rated performance findings associated with increased self-awareness warrants further investigation through utilisation of both subjective and objective performance measures. These ratings could then be compared to determine how well individuals are able to rate their own performance depending upon their levels of authenticity and self-deception. More recently, Buckman (2014) found that for those with certain undesirable traits such as high narcissism and low self-esteem, acting authentically in the workplace actually had negative rather than positive consequences. This avenue could be explored further by examining other limits, caveats, boundary conditions, or contingencies related to authenticity at work (Schlegel & Hicks, 2011). In addition, authenticity can also be considered at the organisational level, so how the organisation as a whole perceives itself as being authentic and true to its mission and organisational identity, and the relations between organisational and individual level authenticity should be explored.

While it has been contested that having to act a role is cognitively demanding no matter whether individuals expect to do so (Donahue et al., 1993; Sheldon et al., 1997), this could be delved into further by considering the multiple facets of authenticity in the workplace and examining their interplay with context specific dimensions such as emotional

labour and surface or deep level acting. For example, researchers could how emotional labour affects authenticity perceptions. It would also be interesting to determine whether deep level acting, where employees internalise required feelings and emotions, is more beneficial and in line with feelings of authenticity compared to surface level acting, where employees simply pretend or act out required emotions and behaviours (Brotheridge & Lee, 2002; Hochschild, 1983; Sharp, 2015).

Finally, the relationship between self-deception and authenticity at work warrants further examination. The research literature on self-deception is still largely focused upon theoretical understandings and the paradox of holding competing beliefs, and less is known about its practical implications. It may be that some degree of self-deception is adaptive but too much is problematic (Zerbe & Paulhus, 1987). Future research could investigate whether the relationship between self-deception and authenticity is truly linear, where more equals better, or whether it is curvilinear where too much or too little self-deception becomes a problem. Socially desirable responding could also be studied in more depth by investigating impression management in addition to self-deception. Impression management is the conscious aspect of socially desirable responding and involves intentionally crafting and displaying one's persona (Paulhus, 1991). This could be compatible with authenticity when employees use impression management tactics to reduce discrepancies between how one is perceived and how one truly feels (Ibarra, 1999), but it also has the potential to reduce authenticity when portraying oneself differently from how one truly is (Roberts, 2005).

Concluding Remarks

The findings from the current study suggest organisations should pay more attention to employee authenticity at work as this can lead to positive organisational and individual outcomes. Both authentic self-awareness and authentic self-expression were linked with

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person-environment fit. Authenticity at work partially mediated a number of relationships between fit and workplace outcomes, and self-deception played a moderating role between a number of person-environment fit, authenticity at work, and workplace outcome relationships. The present study was among the first to empirically examine authenticity in the workplace, and the first to empirically link authenticity at work with person-environment fit. Findings also offer further validity evidence for the Individual Authenticity Measure at Work and open up new options for further research. Future studies should explore additional antecedents and outcomes of authenticity at work as well as potential mediators and moderators. Both employers and employees should be educated about the importance of authenticity in the workplace, and practical interventions aimed at increasing authenticity perceptions should be tested and implemented. Authenticity at work will continue to be a key research topic and opportunity in the future and it is hoped that organisations will embrace and allow their employees to be authentic in the workplace.

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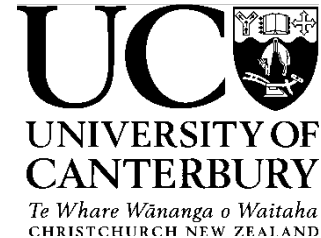
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Appendices

Appendix A - Participant Invitation Email



Hi there

You and your organisation have been invited to participate in a survey for a Master's research dissertation conducted by Mary Abbott from the Psychology Department at the University of Canterbury, under the supervision of Dr. Joana Kuntz.

The purpose of the study is to examine how your perceptions of the workplace relate to engagement, wellbeing, and performance. The intention is to provide recommendations to your organisation for promoting a positive work experience, which should in turn lead to improved work-related outcomes.

If you volunteer to participate in this study, your responses will be kept completely confidential and you will be asked to complete two online questionnaires, one now and another in one month's time. The initial survey will take **about 15 to 20 minutes to complete** and the follow up survey will take a further **15 to 20 minutes** of your time.

As a thank you for participating, everyone who completes both surveys will go into the **draw to win one of four \$200 Westfield vouchers!**

This project has been reviewed and approved by the University of Canterbury Human Ethics Committee, and participants should address any complaints to The Chair, Human Ethics Committee, University of Canterbury, Private Bag 4800, Christchurch (human-ethics@canterbury.ac.nz).

We really hope to have you on board and please don't hesitate to contact us for further information.

Mary Abbott (mary.abbott@pg.canterbury.ac.nz).

Dr Joana Kuntz (joana.kuntz@canterbury.ac.nz), Ph. 03 3642 987 ext 3635.

To participate in the survey simply click the link below by [date here]!

Thanks very much,
Mary Abbott

Appendix B - Participant Information and Consent Form

Participation and Consent – Survey

You are invited to take part in a survey, asking about **your views of yourself in relation to your workplace**. You will also have the opportunity to offer further comments and provide context to your responses. Your input is invaluable and it will contribute towards a) our academic understanding of factors that contribute to engagement, wellbeing, and performance in the workplace, and b) may lead to recommendations enabling [the organisation] and organisations in general to consider these findings in their action planning.

Your involvement requires you to **complete two online questionnaires**, one now and another in one month's time and all responses will be kept completely confidential. The initial survey will take **about 15 to 20 minutes to complete** and the follow up survey will take a further **15 to 20 minutes** of your time.

If you complete both of the online questionnaires you will be entered into the **draw to win one of four \$200 Westfield vouchers** as a thank you for your time.

The project is being carried out as a requirement for a dissertation in partial fulfilment of a Master of Science in Applied Psychology by Mary Abbott under the supervision of Dr. Joana Kuntz, who can be contacted at joana.kuntz@canterbury.ac.nz. She will be pleased to discuss any concerns you may have about participation in the project.

The link below will take you to an external online survey site. The responses are recorded on a university-based server and all data will be stored on password-protected computers. **Although your responses will be identified on the database for the purpose of linking surveys over time – [the organisation] will not have access to those responses.**

By submitting the questionnaire it will be understood that you have consented to participate in the project, and that you consent to publication of the results of the project with the understanding that complete confidentiality will be preserved.

Participation is voluntary and you have the right to withdraw at any time. Some of the questions may concern sensitive issues. If you do not feel comfortable answering these questions or experience distress, feel free to withdraw from the survey at any time. You may withdraw your participation, including withdrawal of any information you have provided by contacting Joana.

The results of this research will be published in a dissertation and may be published in academic journals or conference proceedings. **The information you provide will not be linked back to you or [the organisation] in any way.** [the organisation] will receive a final research report which will include only summarised data; no [the organisation] staff member will see your responses.

This study has been reviewed and approved by the University's Human Ethics Committee.


To participate, just click the link below.

Please do not hesitate to contact either Joana or myself for further information.

Mary Abbott (mary.abbott@pg.canterbury.ac.nz)

Dr Joana Kuntz (joana.kuntz@canterbury.ac.nz), Ph. 03 3642 987 ext 3635

Appendix C - Example Survey Format



**UNIVERSITY OF
CANTERBURY**
Te Whare Wānanga o Hāwhaia
CHRISTCHURCH NEW ZEALAND

To begin, think about how you experience your current role and organisation. Please rate each statement according to how well it describes you.

| | Does not describe me at all 1 | 2 | 3 | Neutral 4 | 5 | 6 | Describes me very well 7 |
|--|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------------|
| I am true to myself at work in most situations. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At work, I always stand by what I believe in. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I behave in accordance with my values and beliefs in the workplace. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I find it easier to get on with people in the workplace when I'm being myself. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At work, I feel alienated. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I don't feel who I truly am at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At work, I feel out of touch with the "real me". | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In my working environment I feel "out of" from who I really am. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At work, I feel the need to do what others expect me to do. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am strongly influenced in the workplace by the opinions of others. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other people influence me greatly at work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At work, I behave in a manner that people expect me to behave. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

If you have any further comments, please enter them here:

0%100%

Survey Powered By [Qualtrics](#)

Appendix D - Survey Questions

Individual Authenticity Measure at Work (IAM Work)

To begin, think about how you experience your current role and organisation. Please rate each statement according to how well it describes you.

(1 - does not describe me at all to 7 - describes me very well):

1. I am true to myself at work in most situations.
2. At work, I always stand by what I believe in.
3. I behave in accordance with my values and beliefs in the workplace.
4. I find it easier to get on with people in the workplace when I'm being myself.
5. At work, I feel alienated (r).
6. I don't feel who I truly am at work (r).
7. At work, I feel out of touch with the "real me" (r).
8. In my working environment I feel "cut off" from who I really am (r).
9. At work, I feel the need to do what others expect me to do (r).
10. I am strongly influenced in the workplace by the opinions of others (r).
11. Other people influence me greatly at work (r).
12. At work, I behave in a manner that people expect me to behave (r).

If you have any further comments, please enter them here.

Perceived Person-Environment Fit Scale (PPEFS)

(1 - no match to 7 - complete match):

Person-Job Fit Scale

Using the 1-7 scale below, please describe the match between...

1. ... your professional skills, knowledge, and abilities and those required by the job?
2. ... your personality traits (e.g. extrovert vs. introvert, agreeable vs. disagreeable, and dependable vs. undependable) and those required by the job?
3. ... your interests (e.g. social vs. unsocial, artistic vs. inartistic, and conventional vs. unconventional) and those you desire for a job?
4. ... the characteristics of your current job (e.g. autonomy, importance, and skill variety) and those you desire for a job?

If you have any further comments, please enter them here.

Person-Organisation Fit Scale

Please rate the match between you and your organisation on the following values.

1. Honesty
2. Achievement
3. Fairness
4. Helping others

How would you rate the match between your priorities/goals and those of your organisation on the following dimensions?

5. Rewards and incentives
6. Amount of effort or performance expected

Authenticity at Work

7. Competition with other organisations

If you have any further comments, please enter them here.

Person-Team Fit Scale

How would you rate the match between you and your team on the following values?

1. Honesty
2. Achievement
3. Fairness
4. Helping others

How would you rate the match between you and your team on the following priorities/goals?

5. Rewards and incentives
6. Amount of effort or performance expected
7. Competition with other organisations

Please rate the match between you and your team on the following characteristics.

8. Personality
9. Work style
10. Lifestyle

If you have any further comments, please enter them here.

Person-Supervisor Fit Scale

How would you describe the match between...

1. ... the things you value in life and the things your supervisor values?
2. ... your personality and your supervisor's personality?
3. ... your work style and your supervisor's work style?
4. ... your lifestyle and your supervisor's lifestyle?
5. ... your supervisor's leadership style and the leadership style you desire?

If you have any further comments, please enter them here.

Behavioural Engagement Questionnaire

The following items pertain to your experiences, outlook, and actions at work. Please rate each item on the scale provided, keeping in mind that there are no right or wrong answers.

(1 - does not describe me at all to 7 - describes me very well):

1. I often take extra initiative to get things done.
2. I actively seek opportunities to contribute.
3. I often put more effort into my job than is required to help the organisation succeed.
4. I am innovative in my thoughts and actions.
5. I am resilient to setbacks in my work.
6. My expertise is relevant to a broad range of issues.
7. I often adjust my behaviour to better serve the group.
8. My work performance goes beyond expectations.
9. I add great value to my group.

If you have any further comments, please enter them here.

The Meaning at Work Questionnaire

Take a moment to think about what makes your work feel important to you. Please respond to the following statements as truthfully and accurately as you can, bearing in mind that there are no right or wrong answers.

(1 - absolutely untrue to 7 - absolutely true):

1. I understand my work's meaning.
2. My work has a clear sense of purpose.
3. I have a good sense of what makes my work meaningful.
4. I have discovered a satisfying work purpose.
5. My work has no clear purpose (r).

If you have any further comments, please enter them here.

World Health Organisation Health and Work Performance Questionnaire (HPQ)

(0 - worst performance to 10 - top performance):

1. On a scale from 0 to 10 where 0 is the worst possible job performance you could have at your job and 10 is your top performance, how would you rate your overall job performance on the days you worked during the past 4 weeks?

If you have any further comments, please enter them here.

Self-Deception Subscale (BIDR - Short Form)

Using the scale provided, please rate each statement below to indicate how true it is to you.

(1 - absolutely untrue to 7 - absolutely true):

1. I have not always been honest with myself (r).
2. I always know why I like things.
3. It's hard for me to shut off a disturbing thought (r).
4. I never regret my decisions.
5. I sometimes lose out on things because I can't make up my mind soon enough (r).
6. I am a completely rational person.
7. I am very confident of my judgements.

If you have any further comments, please enter them here.

Demographic Questions

To finish, please answer the following demographic questions.

1. Please select your gender.
2. Please enter your age.
3. Please select which option best describes your current job level.

Note. (r) = reverse coded.

Appendix E - Results of Factor Analyses

Table A.

Factor loadings and communalities for authenticity at work scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Factor 2 | Factor 3 | Communalities |
|---|------------|------------|------------|---------------|
| 1 I am true to myself at work in most situations | -.05 | -.03 | .76 | .64 |
| 2 At work, I always stand by what I believe in | .12 | -.10 | .80 | .61 |
| 3 I behave in accordance with my values and beliefs in the workplace | -.03 | .01 | .81 | .68 |
| 4 I find it easier to get on with people in the workplace when I'm being myself | -.26 | .08 | .40 | .31 |
| 5 At work, I feel alienated (r) | .73 | .05 | .03 | .53 |
| 6 I don't feel who I truly am at work (r) | .84 | -.08 | -.08 | .73 |
| 7 At work, I feel out of touch with the "real me" (r) | .90 | .10 | .05 | .82 |
| 8 In my working environment I feel "cut off" from who I really am (r) | .89 | .05 | -.03 | .86 |
| 9 At work, I feel the need to do what others expect me to do (r) | .16 | .58 | -.10 | .49 |
| 10 I am strongly influenced in the workplace by the opinions of others (r) | .03 | .78 | -.08 | .67 |
| 11 Other people influence me greatly at work (r) | -.05 | .77 | -.06 | .60 |
| 12 At work, I behave in a manner that people expect me to behave (r) | .00 | .55 | .08 | .28 |
| Eigenvalues | 4.70 | 1.42 | 1.07 | |
| Percentage of variance (following extraction) | 39.17 | 11.87 | 8.95 | |

Note. (r) = reverse coded.

Table B.

Factor loadings and communalities for person-job fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|---|------------|---------------|
| 1 Match with skills, knowledge, and abilities | .47 | .22 |
| 2 Match with personality traits | .69 | .48 |
| 3 Match with interests | .60 | .36 |
| 4 Match with characteristics of the job | .71 | .51 |
| Eigenvalue | 1.57 | |
| Percentage of variance (following extraction) | 39.27 | |

Authenticity at Work

Table C.

Factor loadings and communalities for person-supervisor fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|---|------------|---------------|
| 1 Match with supervisor's values | .79 | .63 |
| 2 Match with supervisor's personality | .85 | .71 |
| 3 Match with supervisor's work styles | .83 | .70 |
| 4 Match with supervisor's lifestyles | .80 | .64 |
| 5 Match with supervisor's leadership styles | .73 | .53 |
| Eigenvalue | 3.21 | |
| Percentage of variance (following extraction) | 64.28 | |

Table D.

Initial factor loadings and communalities for person-organisation fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Factor 2 | Communalities |
|--|------------|------------|---------------|
| 1 Match with organisational honesty | .81 | .02 | .68 |
| 2 Match with organisational achievement | .41 | .41 | .56 |
| 3 Match with organisational fairness | .91 | -.01 | .82 |
| 4 Match with organisational helping others | .76 | .00 | .57 |
| 5 Match with organisational rewards and incentives | .07 | .65 | .48 |
| 6 Match with organisational effort expended | .16 | .50 | .38 |
| 7 Match with organisational competition with other organisations | -.05 | .37 | .11 |
| Eigenvalues | 3.21 | .39 | |
| Percentage of variance (following extraction) | 45.88 | 5.55 | |

Table E.

Final factor loadings and communalities for person-organisation fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|--|------------|---------------|
| 1 Match with organisational honesty | .80 | .64 |
| 2 Match with organisational achievement | .74 | .55 |
| 3 Match with organisational fairness | .86 | .75 |
| 4 Match with organisational helping others | .74 | .55 |
| 5 Match with organisational rewards and incentives | .56 | .32 |
| 6 Match with organisational effort expended | .55 | .30 |
| Eigenvalue | 3.10 | |
| Percentage of variance (following extraction) | 51.62 | |

Authenticity at Work

Table F.

Initial factor loadings and communalities for person-team fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Factor 2 | Communalities |
|--|------------|-------------|---------------|
| 1 Match with team's honesty | .65 | -.26 | .72 |
| 2 Match with team's achievement | .85 | -.04 | .76 |
| 3 Match with team's fairness | .63 | -.25 | .66 |
| 4 Match with team's helping others | .44 | -.42 | .62 |
| 5 Match with team's rewards and incentives | .86 | .15 | .59 |
| 6 Match with team's effort expended | .71 | .00 | .50 |
| 7 Match with team's competition with other organisations | .52 | -.03 | .29 |
| 8 Match with team's personality | -.02 | -.89 | .77 |
| 9 Match with team's work styles | .04 | -.82 | .72 |
| 10 Match with team's lifestyles | .03 | -.69 | .51 |
| Eigenvalues | 5.43 | .71 | |
| Percentage of variance (following extraction) | 54.28 | 7.10 | |

Table G.

Final factor loadings and communalities for person-team fit scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|---|------------|---------------|
| 8 Match with team's personality | .86 | .74 |
| 9 Match with team's work styles | .89 | .79 |
| 10 Match with team's lifestyles | .75 | .57 |
| Eigenvalue | 2.10 | |
| Percentage of variance (following extraction) | 69.85 | |

Table H.

Initial factor loadings and communalities for behavioural engagement scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Factor 2 | Communalities |
|---|------------|------------|---------------|
| 1 I often take extra initiative to get things done | .72 | .05 | .56 |
| 2 I actively seek opportunities to contribute | .70 | .05 | .52 |
| 3 I often put more effort into my job than is required to help the organisation succeed | .91 | -.21 | .66 |
| 4 I am innovative in my thoughts and actions | .44 | .30 | .43 |
| 5 I am resilient to setbacks in my work | .16 | .51 | .38 |
| 6 My expertise is relevant to a broad range of issues | -.02 | .82 | .65 |
| 7 I often adjust my behaviour to better serve the group | -.01 | .54 | .29 |
| 8 My work performance goes beyond expectations | .68 | .17 | .56 |
| 9 I add great value to my group | .65 | .20 | .61 |
| Eigenvalues | 3.96 | .70 | |
| Percentage of variance (following extraction) | 44.01 | 7.81 | |

Authenticity at Work

Table I.

Final factor loadings and communalities for behavioural engagement scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|---|------------|---------------|
| 1 I often take extra initiative to get things done | .75 | .56 |
| 2 I actively seek opportunities to contribute | .73 | .54 |
| 3 I often put more effort into my job than is required to help the organisation succeed | .76 | .57 |
| 4 I am innovative in my thoughts and actions | .61 | .38 |
| 8 My work performance goes beyond expectations | .76 | .58 |
| 9 I add great value to my group | .78 | .60 |
| Eigenvalues | 3.22 | |
| Percentage of variance (following extraction) | 53.65 | |

Table J.

Factor loadings and communalities for meaning at work scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|--|------------|---------------|
| 1 I understand my work's meaning | .79 | .63 |
| 2 My work has a clear sense of purpose | .86 | .74 |
| 3 I have a good sense of what makes my work meaningful | .87 | .76 |
| 4 I have discovered a satisfying work purpose | .74 | .55 |
| 5 My work has no clear purpose (r) | .59 | .35 |
| Eigenvalue | 3.02 | |
| Percentage of variance (following extraction) | 60.36 | |

Note. (r) = reverse coded.

Table K.

Initial factor loadings and communalities for self-deception scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Factor 2 | Communalities |
|--|------------|------------|---------------|
| 1 I have not always been honest with myself (r) | .35 | .22 | .23 |
| 2 I always know why I like things | .72 | -.13 | .46 |
| 3 It's hard for me to shut off a disturbing thought (r) | -.05 | .70 | .47 |
| 4 I never regret my decisions | .43 | .06 | .21 |
| 5 I sometimes lose out on things because I can't make my mind up soon enough (r) | .20 | .21 | .11 |
| 6 I am a completely rational person | .60 | -.07 | .33 |
| 7 I am very confident of my judgements | .68 | .08 | .50 |
| Eigenvalues | 1.84 | .49 | |
| Percentage of variance (following extraction) | 26.30 | 6.96 | |

Note. (r) = reverse coded.

Authenticity at Work

Table L.

Final factor loadings and communalities for self-deception scale using principal axis factoring and direct oblimin rotation.

| Item | Factor 1 | Communalities |
|---|------------|---------------|
| 1 I have not always been honest with myself (r) | .43 | .18 |
| 2 I always know why I like things | .66 | .44 |
| 4 I never regret my decisions | .49 | .24 |
| 6 I am a completely rational person | .58 | .34 |
| 7 I am very confident of my judgements | .68 | .47 |
| Eigenvalues | 1.66 | |
| Percentage of variance (following extraction) | 33.26 | |

Note. (r) = reverse coded.

Appendix F - Complete Conditional Indirect Effect Analyses

Table M.

Conditional indirect effects of person-job fit on engagement, meaning, and performance.

| | <i>B</i> (SE) | 95% CIs | |
|--------------------------------|---------------|---------------|---------------|
| | | LL | UL |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .07 (.04) | .0072 | .1680 |
| Mean self-deception | .04 (.03) | .0005 | .1185 |
| +1 <i>SD</i> of self-deception | .02 (.03) | -.0416 | .0901 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.07 (.06) | -.1955 | .0341 |
| Mean self-deception | -.04 (.04) | -.1330 | .0235 |
| +1 <i>SD</i> of self-deception | -.02 (.03) | -.1009 | .0118 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | .01 (.01) | -.0164 | .0442 |
| Mean self-deception | .01 (.01) | -.0122 | .0378 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0235 | .0577 |
| <i>Meaning at Work</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .05 (.04) | .0017 | .1520 |
| Mean self-deception | .03 (.03) | -.0013 | .1048 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0278 | .0753 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | .14 (.06) | .0504 | .2976 |
| Mean self-deception | .10 (.04) | .0354 | .1998 |
| +1 <i>SD</i> of self-deception | .05 (.04) | -.0039 | .1445 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | .00 (.01) | -.0070 | .0494 |
| Mean self-deception | .00 (.01) | -.0066 | .0375 |
| +1 <i>SD</i> of self-deception | .00 (.01) | -.0133 | .0501 |
| <i>Performance</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .06 (.04) | -.0128 | .1530 |
| Mean self-deception | .03 (.03) | -.0043 | .1154 |
| +1 <i>SD</i> of self-deception | .01 (.03) | -.0314 | .1112 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.17 (.09) | -.3964 | -.0394 |
| Mean self-deception | -.12 (.06) | -.2542 | -.0240 |
| +1 <i>SD</i> of self-deception | -.06 (.05) | -.1959 | .0055 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | .01 (.03) | -.0211 | .0868 |
| Mean self-deception | .01 (.02) | -.0182 | .0763 |
| +1 <i>SD</i> of self-deception | .01 (.04) | -.0498 | .1174 |

Note. LL, lower limit; UL, upper limit; CI, confidence interval; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000.

Table N.

Conditional indirect effects of person-organisation fit on engagement, meaning, and performance.

| | | 95% CIs | |
|--------------------------------|---------------|--------------|--------------|
| | <i>B</i> (SE) | LL | UL |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .06 (.03) | .0108 | .1481 |
| Mean self-deception | .05 (.03) | .0111 | .1174 |
| +1 <i>SD</i> of self-deception | .04 (.03) | .0033 | .1291 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.01 (.03) | -.1073 | .0352 |
| Mean self-deception | -.01 (.03) | -.0742 | .0268 |
| +1 <i>SD</i> of self-deception | -.01 (.02) | -.0594 | .0227 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.01 (.01) | -.0433 | .0058 |
| Mean self-deception | -.00 (.01) | -.0254 | .0134 |
| +1 <i>SD</i> of self-deception | .00 (.01) | -.0158 | .0536 |
| <i>Meaning at Work</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .04 (.03) | -.0070 | .1173 |
| Mean self-deception | .03 (.02) | -.0064 | .0866 |
| +1 <i>SD</i> of self-deception | .02 (.02) | -.0036 | .0903 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | .08 (.04) | .0143 | .1755 |
| Mean self-deception | .07 (.03) | .0234 | .1374 |
| +1 <i>SD</i> of self-deception | .06 (.03) | .0072 | .1455 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.00 (.01) | -.0285 | .0064 |
| Mean self-deception | -.00 (.01) | -.0163 | .0108 |
| +1 <i>SD</i> of self-deception | .00 (.01) | -.0096 | .0363 |
| <i>Performance</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .05 (.04) | -.0083 | .1580 |
| Mean self-deception | .05 (.03) | -.0086 | .1187 |
| +1 <i>SD</i> of self-deception | .04 (.03) | -.0064 | .1178 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.05 (.05) | -.2124 | .0038 |
| Mean self-deception | -.04 (.04) | -.1569 | .0042 |
| +1 <i>SD</i> of self-deception | -.04 (.03) | -.1419 | .0031 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.01 (.02) | -.0810 | .0109 |
| Mean self-deception | -.00 (.02) | -.0415 | .0252 |
| +1 <i>SD</i> of self-deception | .01 (.03) | -.0259 | .1063 |

Note. LL, lower limit; UL, upper limit; CI, confidence interval; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000.

Table O.

Conditional indirect effects of person-team fit on engagement, meaning, and performance.

| | | 95% CIs | |
|--------------------------------|---------------|---------------|---------------|
| | <i>B</i> (SE) | LL | UL |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .03 (.03) | .0013 | .1089 |
| Mean self-deception | .02 (.02) | .0005 | .0772 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0185 | .0712 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.02 (.03) | -.0729 | .0373 |
| Mean self-deception | -.01 (.02) | -.0595 | .0314 |
| +1 <i>SD</i> of self-deception | -.01 (.02) | -.0610 | .0213 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.00 (.01) | -.0301 | .0067 |
| Mean self-deception | -.00 (.01) | -.0186 | .0097 |
| +1 <i>SD</i> of self-deception | -.00 (.01) | -.0239 | .0213 |
| <i>Meaning at Work</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .03 (.02) | .0013 | .0885 |
| Mean self-deception | .02 (.02) | .0000 | .0643 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0135 | .0630 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | .07 (.04) | .0126 | .1663 |
| Mean self-deception | .07 (.03) | .0173 | .1313 |
| +1 <i>SD</i> of self-deception | .06 (.03) | .0079 | .1328 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.00 (.00) | -.0187 | .0048 |
| Mean self-deception | -.00 (.00) | -.0148 | .0050 |
| +1 <i>SD</i> of self-deception | -.00 (.01) | -.0205 | .0128 |
| <i>Performance</i> | | | |
| Mediator: AL | | | |
| -1 <i>SD</i> of self-deception | .04 (.03) | .0005 | .1092 |
| Mean self-deception | .02 (.02) | -.0012 | .0782 |
| +1 <i>SD</i> of self-deception | .01 (.02) | -.0152 | .0815 |
| Mediator: SA | | | |
| -1 <i>SD</i> of self-deception | -.05 (.04) | -.1756 | -.0003 |
| Mean self-deception | -.04 (.03) | -.1382 | -.0008 |
| +1 <i>SD</i> of self-deception | -.04 (.03) | -.1403 | -.0009 |
| Mediator: AE | | | |
| -1 <i>SD</i> of self-deception | -.00 (.02) | -.0630 | .0158 |
| Mean self-deception | -.00 (.01) | -.0424 | .0217 |
| +1 <i>SD</i> of self-deception | -.00 (.02) | -.0527 | .0509 |

Note. LL, lower limit; UL, upper limit; CI, confidence interval; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000.

Table P.

Conditional indirect effects of person-supervisor fit on engagement, meaning, and performance.

| | β (SE) | 95% CIs | |
|-------------------------|--------------|--------------|--------------|
| | | LL | UL |
| <i>Engagement</i> | | | |
| Mediator: AL | | | |
| -1 SD of self-deception | .04 (.03) | -.0018 | .1159 |
| Mean self-deception | .02 (.02) | -.0051 | .0710 |
| +1 SD of self-deception | .00 (.02) | -.0344 | .0471 |
| Mediator: SA | | | |
| -1 SD of self-deception | -.01 (.04) | -.0944 | .0552 |
| Mean self-deception | -.01 (.02) | -.0507 | .0314 |
| +1 SD of self-deception | -.00 (.01) | -.0297 | .0062 |
| Mediator: AE | | | |
| -1 SD of self-deception | .01 (.01) | -.0021 | .0398 |
| Mean self-deception | .00 (.01) | -.0064 | .0257 |
| +1 SD of self-deception | -.00 (.01) | -.0322 | .0201 |
| <i>Meaning at Work</i> | | | |
| Mediator: AL | | | |
| -1 SD of self-deception | .03 (.02) | .0003 | .0985 |
| Mean self-deception | .01 (.02) | -.0032 | .0629 |
| +1 SD of self-deception | .00 (.01) | -.0272 | .0330 |
| Mediator: SA | | | |
| -1 SD of self-deception | .13 (.04) | .0530 | .2288 |
| Mean self-deception | .07 (.03) | .0262 | .1298 |
| +1 SD of self-deception | .01 (.02) | -.0313 | .0600 |
| Mediator: AE | | | |
| -1 SD of self-deception | .00 (.01) | -.0051 | .0227 |
| Mean self-deception | .00 (.00) | -.0040 | .0214 |
| +1 SD of self-deception | -.00 (.01) | -.0223 | .0129 |
| <i>Performance</i> | | | |
| Mediator: AL | | | |
| -1 SD of self-deception | .04 (.03) | .0005 | .1218 |
| Mean self-deception | .02 (.02) | -.0056 | .0690 |
| +1 SD of self-deception | .00 (.02) | -.0401 | .0376 |
| Mediator: SA | | | |
| -1 SD of self-deception | -.05 (.06) | -.1746 | .0478 |
| Mean self-deception | -.03 (.03) | -.1022 | .0246 |
| +1 SD of self-deception | -.00 (.02) | -.0568 | .0144 |
| Mediator: AE | | | |
| -1 SD of self-deception | .01 (.02) | -.0058 | .0720 |
| Mean self-deception | .01 (.01) | -.0133 | .0548 |
| +1 SD of self-deception | -.00 (.02) | -.0593 | .0395 |

Note. LL, lower limit; UL, upper limit; CI, confidence interval; AL, authentic living; SA, self-alienation; AE, accepting external influence. Bootstrap sample size 1,000.