

Abstract of thesis entitled:

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

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Abstract

Authenticity, being true to oneself, has been found to enhance life satisfaction. The present study aims to advance research on authenticity by contextualizing it into the workplace, thereby investigating the possible satisfaction outcomes brought about by being authentic at work. We proposed that dispositional authenticity and authenticity at work should be treated as two separate concepts (trait vs. state), in which team psychological safety (organizational climate) would moderate the relation between dispositional authenticity and authenticity at work, and employees' authenticity at work would predict job satisfaction and subjective well-being. In addition, we specifically proposed that different dimensions in authenticity would predict satisfaction outcomes differentially. 182 employees from Hong Kong were recruited to participate in our study. Online-based survey results yielded some

support for the hypotheses. Dispositional authenticity was found to be a separate concept compared to authenticity at work. Consistent with previous research, authenticity at work enhanced job satisfaction and subjective well-being. Moreover, whereas authenticity at work mediated the relation between dispositional authenticity and job satisfaction and subjective well-being, team psychological safety moderated the relation between dispositional authenticity and authenticity at work. We further tested a moderated mediation model and found that as team psychological safety increased, a significant conditional indirect effect was found in one of the dimensions of dispositional authenticity (through authenticity at work) on job satisfaction. This study concludes that authenticity at work and psychological safety influenced employees' job satisfaction and subjective well-being. In particular, different dimensions of authenticity have distinct underlying mechanisms leading to specific outcomes. Implications for future research are discussed.

摘要

真摯度 (Authenticity)，又有忠於自己個性、感受及內心的意思，對個人生命滿意度 (life satisfaction) 有着正面的影響。本研究通過在香港將真摯度概念化，並把其概念放到職場中，從而了解於工作中表現真我為工作滿意度及主觀健康 (subjective well-being) 所帶來的影響。我們認為傾向性的真摯度 (dispositional authenticity) 和工作中的真摯度 (authenticity at work) 應被視為獨立的概念，並提出團隊心理安全 (team psychological safety) 將對傾向性和工作中的真摯度之間的關係起到調節 (moderation) 作用。我們又認為，員工的工作中的真摯度將預測其工作滿意度 (job satisfaction) 和主觀健康。此外，真摯度的不同範疇 (dimension) 將各自對預測工作滿意度及主觀健康有着不同的影響。我們於網上招募了 182 名來自香港的員工參與是次研究。結果顯示，傾向性的真摯度及工作中的真摯度是兩個獨立的概念。工作中的真摯度能預測員工的工作滿意度及主觀健康。此外，工作中的真摯度是傾向性真摯度和工作滿意度及主觀健康之間的中介 (mediator)，而團隊心理安全則調節了傾向性和工作中的真摯度之間的關係。此外，我們總結了各項研究變量 (study variables) 之間的關係，並測試了有調節的中介作用模型 (mediated moderation model)。我們發現，隨着團隊心理安全的增加，傾向性的真摯度 (通過工作中的真摯度) 有條件地間接影響 (conditional indirect effect) 着工作滿意度。最後，我們推論真摯度及組織氛圍 (organizational climate) 對員工的工作滿意度和主觀健康有顯著的影響。