

Abstract of thesis entitled:

Do Authentic Members Perceive Their Group More Cohesive via Higher Interpersonal Congruence? The Moderating Role of Perspective Taking

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**Abstract**

Despite the increased recent research on employees' authenticity, little is known about how authenticity affects group outcomes, in work-team setting. The objective of the current study was to examine whether the effect of authenticity on group cohesion via interpersonal congruence differs depending on the level of perspective taking. Data was collected through surveying 125 undergraduate students from the Chinese University of Hong Kong. Each participant was the target and, at the same time, the informant of other team members. It was found that the three sub-constructs of authenticity had differential effects on group cohesion and interpersonal congruence. The result also revealed that interpersonal congruence mediated the relationship between self-alienation and group cohesion only when perspective taking was high. Two unexpected results were discovered: 1) accepting external influence positively predicted group outcomes; 2) the conditional effect of perspective taking on the indirect relationship was opposite to the prediction. The findings and their implications were further discussed.

## 摘要

儘管最近對員工真實性的研究不斷增加，但是在工作團隊的設置中，關於團隊成員真實性如何影響組織成果的研究甚少。本研究的目的是調查團隊成員真實性透過人際的一致性對群體凝聚力的影響是否依賴於觀點採擇的差異。數據來自香港中文大學 125 位本科生的調查。每個參與者既是被評估的受評者，也是評估其他團一隊成員的情報提供者。研究結果發現團隊成員真實性的子結構對群體凝聚力和人際一致性有不同的影響；而人際一致性則只有在觀點採擇高的時候才會中介自我異化對與群體凝聚力之間的關係。兩個意想不到的結果是：1) 接受外介影響對群體凝聚力具正向影響；2) 觀點採擇對團隊成員真實性透過人際的一致性對群體凝聚力影響的間接關係的條件效應與預測相反。最後文中討論了調查結果、其意義及相應的未來方向研究。