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Evaluating the Impact of Authenticity and Person-Organisation Fit on Work Attitudes

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Georgia L. McLeish



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Abstract

Person-Organisation (PO) Fit and authenticity play an important role in generating positive work attitudes such as job satisfaction, organisational commitment, organisational belonging and turnover intentions. However, the question remains: which is more important? Is one more closely related to these work attitudes? As such, this study explores the correlations of PO Fit and trait and state authenticity with job satisfaction, organisational commitment, organisational belonging and turnover intentions, as well as comparing the significance of their contribution towards these work attitudes. A sample of 285 participants drawn from the general population and University of Waikato undergraduate students completed an online questionnaire examining these concepts, and the hypotheses and research questions were empirically tested using correlation and multiple regression analyses. The results found that both PO Fit and state authenticity were significant contributors to job satisfaction, organisational commitment, organisational belonging and turnover intentions. Notably, one measure of PO Fit – the Person Organisation Fit Questionnaire emerged as the most significant contributor to all our chosen work attitudes. This study is among the first to compare PO Fit and authenticity on work attitudes, enriching the existing literature and offering vital insights for organisations. Indeed, it highlights the importance of prioritising PO Fit to enhance job satisfaction, nurturing organisational commitment and belonging, and reducing turnover intentions. Future research recommendations include investigating additional components within the broader Person-Environment fit framework, such as person-supervisor, person-job, and person-group fit, to better understand their influence on work attitudes. Additionally, intervention studies are recommended to evaluate strategies aimed at enhancing PO Fit and authenticity, and to assess their impact on positive work attitudes.

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Introduction

Organisations are continually seeking ways to build positive work outcomes and attitudes. Attitudes such as job satisfaction and organisational commitment have been found to be closely related to employees' mental and physical health (Faragher et al., 2005) as well as better business results for employers (Ahmad & Raja, 2021). One concept in particular that has gained significant attention in recent years for its potential contribution to these attitudes is the extent to which employees experience congruence with their environment which can be viewed through the lenses of authenticity and person-organisation fit.

Authenticity, usually defined as “acting in accordance with the core aspects of the self” (Smullenbroek et al., 2016), is related to multiple positive work outcomes and attitudes, such as higher job performance and satisfaction (Menard & Brunet, 2011; van den Bosch & Taris, 2014) as well as organisational commitment and lower turnover (Cable et al., 2013). Another important concept to consider when exploring work attitudes is a person's sense of fit with their environment, specifically, the compatibility between individuals and their organisations – referred to as Person-Organisation (PO) fit. An important part of a person's overall sense of fit within their environment is values congruence. In an organisational context, this can be defined as when an employee's personal values closely align with the values, norms and culture of their organisation (Adkins et al., 1994). Value congruence has been widely acknowledged as the primary measure of PO fit (Kristof-Brown et al., 2005). Studies have found that PO fit/values congruence is a significant contributor towards employee satisfaction, commitment and stronger intentions to remain within an organisation (Amos & Weathington, 2008; Kristof-Brown et al., 2005; Westerman & Cyr, 2004).

Authenticity at work and PO fit share a common focus on the congruence between an individual and their environment and can be considered to be theoretically linked (van den Bosch et al., 2018). Indeed, the nature of an organisation can limit or foster authenticity in the

workplace (Sheldon et al., 1997), and evidence suggests that a strong alignment between individuals and their work environment may foster a greater sense of authenticity among employees (van den Bosch & Taris, 2014). Both authenticity and PO fit have been found to significantly contribute to positive work attitudes, however, there has been no exploration of how these concepts compare, and which one may have a more significant influence on positive work attitudes. Our study aims to investigate this and provide further insights into the relationship between authenticity and PO fit in the workplace.

Theoretical Framework

Authenticity

The roots of authenticity can be traced back to ancient Greek philosophy, in which philosophers believed that by knowing oneself, an individual could achieve authenticity and live a life that was genuine and true to their nature (Kernis & Goldman, 2006; Sutton, 2020). Authenticity in psychological literature has been examined through two primary theories: humanistic and self-determination. The humanistic perspective of authenticity is based on the person-centered approaches developed by Rogers (1959), and Maslow (1971), which emphasises self-discovery & self-actualisation as essential aspects of authenticity. According to this approach, authenticity entails discovering one's true identity, expressing oneself genuinely and spontaneously, and living in a manner that reflects one's genuine characteristics and aspirations (Jongman-Sereno & Leary, 2019; Maslow, 1971). Barrett-Lennard's (1998) model of authenticity, rooted in the humanistic perspective, posits that congruence between three components of psychological functioning is essential for authenticity: internal experience, awareness of experience, and external behaviour. An

individual can be regarded as authentic when their internal experience and behaviour are not dictated by external pressures or the expectations of others (Barrett-Lennard, 1998).

Self-Determination Theory (SDT; Deci & Ryan, 2000) posits that every individual has three fundamental psychological needs: the need for competence, “feeling able to master challenges” (Slabu et al., 2014) autonomy, “freedom to do what is personally important” (Slabu et al., 2014) and relatedness “feeling close to and accepted by others” (Slabu et al., 2014). The fulfilment of these core needs is deemed essential for optimal functioning, health, and overall well-being (Deci & Ryan, 2000). The need for autonomy is believed to be a fundamental element of authenticity (Ryan & Ryan, 2019), alongside the sense of being accepted by others when expressing oneself naturally (Slabu et al., 2014). Consequently, meeting these needs is thought to facilitate a sense of authenticity. Kernis & Goldman’s (2006) model of authenticity, built upon the self-determination theory, conceptualises authenticity as the unhindered expression of one’s true or essential self in everyday life. According to their model, authenticity consists of cognitive and behavioral dimensions. The cognitive dimension pertains to an objective and impartial assessment of oneself, while the behavioural dimension relates to aligning one’s actions with one’s true self and being genuine in social interactions (Kernis & Goldman, 2006).

A variety of authenticity measures based on both person-centered and self-determining approaches are currently available, the two most prominent being Kernis & Goldman’s (2006) Authenticity Inventory, and Wood et al’s (2008), development of the Authenticity Scale. A study conducted by White (2011), compared both measures and found more empirical support for Wood et al’s (2008), conceptualisation and measurement of authenticity. Therefore, the present study will use more person-centered measures and conceptualisations.

Individual authenticity can be measured in terms of its dispositional or trait aspects and its more momentary or state aspects. State authenticity refers to a collection of emotions, thoughts, and behaviours that arise within a specific context, while trait authenticity describes an individual's inherent tendency towards certain emotions, thoughts, or behaviours. (Lenton et al., 2013; Slabu et al., 2014). Essentially, state authenticity is a temporary state of being authentic that is specific to a particular situation, whereas trait authenticity is a more stable and enduring aspect of an individual's personality. Many prominent measures used in studies of authenticity are considered trait-based (Lenton et al., 2013), however there are studies that have demonstrated that authenticity is not always a fixed or static construct, but can fluctuate depending on various situational factors (Gregoire et al., 2014; Metin et al., 2016; Sutton, 2020). Given the widespread use of both trait and state-based measures of authenticity in previous research, we have opted to include both in our measures of authenticity in the current study to investigate their respective impacts on work attitudes.

Person-Organisation Fit

The concept of Person-Environment (P-E) fit refers to the degree of compatibility between an individual and a work environment, which arises when their respective traits and characteristics are closely aligned (Kristof-Brown et al., 2005). The construct of P-E fit comprises several distinct components that exist alongside each other, including person-job fit, person-group fit, person-supervisor fit, and person-organisation fit (Kristof-Brown et al., 2005). The present study will focus specifically on PO fit, which can be broadly defined as the extent to which an individual's traits and characteristics align with those of the organisation they are a part of (Etzel & Nagy, 2016; Morley, 2007). The attraction-selection-attrition framework proposed by Schneider (1987) has provided a basis for much of the research on PO fit. According to this framework, individuals are naturally drawn to and

chosen by organisations that share similar attributes with them, resulting in the development of PO fit. However, if the match between the individual and the organisation is no longer present, individuals are more likely to leave the organisation (Schnider, 1987; Chuang et al, 2015).

Amongst theorists and researchers, the definition of PO fit has been a subject of confusion, due to the existence of multiple conceptualisations and operationalisations of the construct (Kristof, 1996). Munchinsky and Monahan (1987) highlighted that while person-environment congruence relates to the level of alignment between two distinct sets of variables, there is no clear consensus on what exactly constitutes a fit. In response to this, two distinctions have been explored, the first being the differentiation between supplementary and complementary fit. Complementary fit refers to a situation in which an individual's or organisation's characteristics meet the needs or desires of the other (Kristoff-Brown et al., 2005; Cable & Edwards, 2004; Kim, 2012) For instance, an employee's skill set may align with an organisation's requirements, or an organisation may offer the rewards and incentives that an individual desires (Cable & Edwards, 2004). Supplementary fit, on the other hand, pertains to a situation in which an individual and an organisation share similar or matching characteristics. For instance, an organisation may hire an employee who possesses skills that are similar to those already present within the organisation (Cable & Edwards, 2004; Kristof-Brown et al., 2005; Kim, 2012). The second perspective that aids in explaining the conceptualisation of PO fit is the needs-supplies and demands-abilities distinction. The needs-supplies perspective suggests that PO fit arises when an organisation fulfills an individual's needs, preferences, or desires (Kristof, 1996; Kim, 2012). Conversely, the demands-abilities perspective posits that fit is established when an individual possesses the necessary abilities to meet the demands of the organisation (Kristof, 1996; Kim, 2012). In Kristof's (1996) integrative review, PO fit is defined as "when: (a) at least one entity

provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both". The following study will be focusing on PO fit in relation to the extent of shared characteristics.

As noted, two primary distinctions have emerged in the literature: complementary and supplementary fit. Psychological needs fulfillment is the most frequently employed operationalisation of complementary fit (Cable & Edwards, 2004). Theories of psychological need fulfillment suggest that individuals experience dissatisfaction when the resources provided by their environment fail to meet their needs or wants, and conversely, satisfaction increases as the resources move closer to their desires (Cable & Edwards, 2004). Regarding the supplementary distinction of PO fit, research on value congruence is the predominant focus. Value congruence pertains to the degree of similarity between an individual's personal values and the cultural values of an organisation (Cable & Edwards, 2004; Kristof et al., 2005). Value congruence is the most commonly utilised operationalisation of PO fit, as values represent fundamental, enduring beliefs and principles shared by individuals and organisational cultures, guiding behaviours, attitudes and decision making processes (Chatman, 1991; Kristof, 1996 ; Schein, 1992). Whilst other supplementary fit dimensions such as personality and goal congruence have been argued to be as equally significant and proximal to behaviour as values, research has shown that values fit measures yield stronger relationships with work attitudes such as job satisfaction and organisational commitment (Kristof et al., 2005). In line with this, the present study will be measuring value congruence as the main dimension of PO fit in our exploration of its contribution towards work attitudes.

Work Attitudes

Examining the impact of authenticity and PO fit on work attitudes is crucial both in a theoretical and practical context, as it can provide valuable insights for enhancing and/or maintaining the well-being and contentment of employees in the workplace. In this study, we investigate the influence of authenticity and PO fit on both individually-focused (job satisfaction and turnover intention) and organisationally-focused attitudes (commitment and belonging).

Job Satisfaction

Job satisfaction can be described as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Osbourne, 2015).

Metin et al’s (2016) study on authenticity was among the first to explore authenticity in the workplace, and found that state authenticity was positively related to job satisfaction, work engagement, and performance. Van den Bosch and Taris (2014), in their development of the IAM Work measure, found further support for these relationships. They also discovered that the third dimension of authenticity as proposed by Barrett-Lennard (1998), which involves accepting external influence, was positively related to job satisfaction. They suggested that individuals who accept external influences are meeting the demands of others, which may result in gratitude from others and ultimately lead to increased job satisfaction (Van den Bosch and Taris, 2018). However, this hypothesis has yet to be empirically tested. To corroborate the above findings, we hypothesise that state authenticity is positively related to job satisfaction.

Empirical investigations on the impact of trait authenticity on work attitudes are lacking in comparison to studies on state authenticity. This disparity can be attributed to the

fact that state authenticity specifically pertains to particular contexts and environments, such as the workplace, making it more amenable to research involving outcomes in the workplace. However, trait authenticity has demonstrated positive correlations with healthy relationship behaviors and overall well-being (Brunell et al., 2010; Kernis & Goldman, 2006; Wood et al., 2008). Consequently, it is reasonable to anticipate that individuals with an enduring sense of authenticity would experience favorable attitudes and behaviors in the workplace, including job satisfaction.

Hypothesis 1a: There is a positive relationship between state authenticity and job satisfaction.

Hypothesis 1b: There is a positive relationship between trait authenticity and job satisfaction.

Researchers examining the connection between PO fit and job satisfaction have also discovered numerous positive correlations. For instance, in their study focusing on the not-for-profit sector, Boxx et al, (1991) observed that individuals perceiving a strong alignment of values with their organisation reported significantly higher job satisfaction. In an integrative analysis conducted by Westerman & Cyr (2004), which incorporated personality and work environment congruence, PO fit emerged as the strongest contributor to job satisfaction. O'Reilly, Chatman & Caldwell (1991), discovered that the alignment between an individual's value preferences and the actual values within their organisation, was significantly related to their levels of job satisfaction. Moreover, a meta-analysis of 21 studies conducted by Verquer et al., (2003), provided evidence supporting a positive association between PO fit and job satisfaction. Given the results of previous research, we can expect that higher levels of job satisfaction can be achieved when there is an alignment between personal values and organisational values. As such, we hypothesise that there is a positive correlation between PO fit and job satisfaction.

Hypothesis 1c: There is a positive relationship between PO fit and job satisfaction.

Organisational Commitment

In the literature, the definition of organisational commitment may vary considerably. However, certain patterns emerge, including behaviours and attitudes associated with commitment. Mowday and Steers (1979), in their development of the Organisational Commitment Questionnaire (OCQ), regard organisational commitment as the extent to which an individual identifies with and engages in a specific organisation. It is characterised by the following elements; a firm belief in and acceptance of the organisation's goals and values, a willingness to invest significant effort in the organisation, and a strong inclination to maintain membership within the organisation (Mowday & Steers, 1979).

Within current authenticity studies, there does seem to be a significant lack of empirical research examining the connection between authenticity and organisational commitment. Empirical studies have however shown a growing interest in the effects of authentic leadership, revealing that when organisational leaders are perceived as more authentic, it positively influences employees' commitment to both their teams and the overall organisation (Ausar et al., 2016; Haque et al., 2019; Munyaka et al., 2017). Although authentic leadership and overall authenticity are considered distinct concepts, they share overlapping elements, including the inclination to feel and act genuinely, without being limited by external demands and expectations (Gardner et al., 2011). Moreover, Cable et al., (2013) discovered that when employees could express their genuine selves at work, it yielded favourable outcomes for both the organisation and the individuals involved, including their commitment to the organisation. Consequently, it is reasonable to expect a positive correlation between authenticity and organisational commitment. We hypothesise:



Hypothesis 2a: There is a positive relationship between state authenticity and organisational commitment.

Hypothesis 2b: There is a positive relationship between trait authenticity and organisational commitment.

Verquer et al.'s (2003) meta-analytic review indicates that organisational commitment, is frequently examined in person-organization fit (PO fit) studies. In their exploration of multi-dimensional PO fit theory, Westerman & Cyr (2004) discovered a positive association between values congruence and organisational commitment. This positive relationship has been replicated in many different populations, including university students (Amos & Weathington, 2008), transportation department executives (Boxx et al., 1991), human resources managers (Rosete, 2006), and nurses (Ren & Hamann, 2015). Meglino et al., (1989) also found a positive relationship between these two constructs, with organisational commitment being significantly higher among employees with longer tenure, suggesting that tenure may have a significant impact on this relationship. The relationship between PO fit and organisational commitment has also been investigated within Eastern cultural contexts. Van Vianen et al., (2011) in their study involving employees from Taiwanese organisations, simultaneously assessed person-supervisor fit (PS fit) and PO fit and found that not only were both PS fit and PO fit independently related to organisational commitment, but employee perceptions of PO fit were most strongly linked to organisational commitment. Based on these findings, we hypothesise:

Hypothesis 2c: There is a positive relationship between PO fit and organisational commitment.

Turnover Intentions

Turnover intention can be defined as an individual's inclination to leave their organisation voluntarily (Dougerty et al., 1985; Mobley, 1982), and can have both direct and indirect costs for an organisation, including financial costs, wider team morale, engagement and satisfaction (Dalton et al., 1982; Dess & Shaw, 2001). Indeed, it is important to investigate the factors influencing an individual's decision to stay or leave.

Similarly to the research exploring organisational commitment, there appears to be a lack of empirical research exploring the relationship between authenticity and turnover intentions. Once again, there is growing attention given to the impact of authentic leadership and/or supervision on turnover intentions. When leaders are perceived as authentic, it reduces the likelihood of their employees contemplating leaving the organisation (Azanza et al., 2015; Hwang et al., 2022; Oh & Oh, 2017). van den Bosch and Taris (2014) have delved into the relationship between authenticity and turnover intentions, when they explored the tripartite conceptualisation of state authenticity (authentic living, self alienation and accepting external influence) and work attitudes. Their study revealed that among the three dimensions, self-alienation exhibited a significant positive correlation with turnover intentions (van den Bosch & Taris, 2014). This suggests that individuals who experience a higher sense of disconnection from their true selves while at work are more inclined to contemplate leaving the organisation. Cable et al., (2013) also discovered that when organisations allow new employees to accentuate their authentic best selves and personal identities, the likelihood of turnover diminishes. We therefore hypothesise:

Hypothesis 3a: There is a negative relationship between trait authenticity and turnover intentions.

Hypothesis 3b: There is a negative relationship between state authenticity and turnover intentions.

Turnover intention is also a prominent work attitude frequently examined in studies on PO fit (Verquer et al., 2003). Research consistently supports the rationale that PO fit diminishes turnover intention in many contexts such as retail (Berisha & Lajci, 2020), healthcare (Zhang et al., 2017), education (Wang & Hall, 2019) and not-for profit (Moynihan & Pandey, 2008). This relationship has also been examined in Eastern cultures, with negative associations between PO fit and turnover intentions found among employees in the Chinese public sector (Liu et al., 2010) and nurses in Taiwan (Peng et al., 2014). Chatman's (1991) research revealed that PO fit not only diminishes turnover intention but also actual turnover among recent recruits in accounting firms. Multiple meta-analyses have found consistent evidence of a negative relationship between PO fit and turnover intention (Kristof-Brown et al., 2005; Verquer et al., 2003) The primary findings of these studies indicate that when employees don't feel an alignment between their values and the values and ideals upheld by the organisation, they are more inclined to voluntary turnover. As such, we hypothesise:

Hypothesis 3c: There is a negative relationship between PO fit and turnover intentions.

Organisational Belonging

Organisational belonging is defined within the present study as the extent to which individuals feel personally accepted, respected, included, and supported by others within the organisational environment, adapted for a professional context from Carol Goodenow's (1993) work on school membership and belonging.

While limited research exists regarding the relationship between authenticity and organisational belonging, a handful of studies have investigated the significance of authentic identities in the workplace and their influence on fostering a general sense of belonging. Notably, Newheiser and Barreto (2014) conducted a study on the consequences of concealing stigmatised identities in the workplace and discovered that individuals, despite their

preference to hide their identity when it is perceived as stigmatised (such as sexual orientation, mental illness, or poverty), experienced diminished levels of belongingness as a result of not expressing or disclosing their authentic identity. Kyei-Poku and Yang (2020) discovered that when organisational leaders exhibit authentic behaviours and thoughts, it fosters an elevated sense of belongingness among employees. The significance of being authentic in the workplace surfaced in Belle et al.'s (2015) phenomenological study, which delved into the experience of organisational belonging among high-intensity teleworkers. The study revealed that identity or having a profound understanding of one's authentic self emerged as a central theme in the experience of organisational belonging. Similarly, Waller's (2019) doctoral dissertation on the sense of not belonging at work highlighted the importance of self-concept for individuals. The experience of belonging (or lack thereof) was attributed to their sense of self, with a feeling of not belonging leaving them unable to express their authentic selves in the workplace (Waller, 2019). The above research can serve as a foundation upon which to build the following hypotheses:

Hypothesis 4a: There is a positive relationship between trait authenticity and organisational belonging

Hypothesis 4b: There is a positive relationship between state authenticity and organisational belonging

The research on PO fit and organisational belonging also appears to be relatively limited. Miller and Orsillo (2020) observed that engaging in doctoral research work aligned with individuals' values was linked to a heightened sense of belongingness. Similarly, Skaalvik and Skaalvik's (2011) found that when teachers perceived an alignment between their own values and the norms and values of the school where they taught, they experienced a strong sense of belongingness to that particular school (Skaalvik & Skaalvik, 2011). The present study intends to further replicate these findings by hypothesising:

Hypothesis 4c: There is a positive relationship between PO fit and organisational belonging.

The relative contribution of authenticity and PO fit to job attitudes

The review indicates that both authenticity and PO fit exhibit meaningful associations with various work attitudes. However, thus far, no research has been conducted to investigate whether one concept might be more strongly related to those outcomes/attitudes than the other. From a theoretical perspective, Authenticity and PO fit may contribute to such positive work attitudes in a similar way, as both constructs capture the congruence between an individual and their working environment. Indeed, they are interrelated constructs, enhanced PO fit correlates with a heightened sense of authenticity, and vice versa (van den Bosch et al., 2018). However, we expect they may also make unique contributions, due to the difference in their psychological domain. Authenticity is affective in nature, encompassing the emotional experience of feeling connected with one's genuine self in the workplace, whilst PO fit is cognitive, involving an individual's evaluative judgment regarding the alignment between their values and those of the organisation (van den Bosch et al., 2018). Empirical insights derived from this study could facilitate the development of more targeted approaches aimed at fostering positive work attitudes. Consequently, we seek to address the following exploratory research question:

RQ: Does authenticity or PO fit demonstrate a stronger contribution towards work attitudes?

We intend to address this question by using multiple regression analysis to assess the strength of the relationships between authenticity and work attitudes, comparative to the relationship between PO fit and work attitudes.

Method

Participants

Our study included a total of 285 participants, drawn from both the broader general population and undergraduate students at the University of Waikato. All participants were required to be currently within paid employment. Our sample size was calculated using an a priori power analysis in G*Power (Faul et al., 2007). Results indicated the required sample size to detect a medium effect ($f = .25$) and statistical significance using two measures each for authenticity and PO fit ($\alpha = 0.05$) was $N = 270$. Effect size estimates are derived from previous research exploring authenticity and PO fit that employed a similar design and identified medium-to-large effect sizes (Azanza et al., 2013; Rehfuss et al., 2012).

Out of the 285 participants who completed the survey, 75 % identified as female, 23 % identified as male, and 2% identified as transgender or non-binary. 61% identified as NZ European, and 19% identified as Māori. The ethnic composition of the remaining population was as follows: 2% Pasifika, 10% Asian, 4% European, 3% African and 1% Northern and Southern American. The mean age of the participants was 26 with a range of 17-62 years. The average number of hours the participants worked per week was 23, and the largest industry category (23%) was the retail industry.

Procedure

Approval to conduct the following study was given by the Human Research Ethics Committee of the Faculty of Arts and Social Sciences at the University of Waikato (See Appendix A), and data was collected through an online questionnaire via Qualtrics. This project recruited participants in two ways. Some of the participants were recruited via the Introduction to Psychological Research Programme (IPRP) run by the University of Waikato,

which gives 100-level students the opportunity to participate in research studies. Participants received 2 credits each towards their final grade for their participation. Other participants were recruited via a snowballing strategy, via the contacts of the research team. Participants could complete the online survey in their own time, and although the study was untimed, we allowed for between 15 – 20 minutes to complete.

At the beginning of the questionnaire, participants were provided with a digital information and consent sheet highlighting the study's purpose and emphasised that participation was voluntary and that all answers would be confidential (see Appendix B). Informed consent was given by all participants by continuing with the questionnaire.

Basic demographic information was collected first, and then participants were asked to complete the following series of measures.

Measures

Authenticity

The Authenticity Scale (AS; Wood et al, 2008) was used to measure trait authenticity. The AS is a 12 item self-report measure, with each item rated on a 7-point Likert scale, from *1 = does not describe me at all*, to *7 = describes me very well*. Questions 1, 2, 3, 4, 9, 10, 11, 12 are reverse coded. Previous research has reported reliability as ranging from .69 to .78 (Wood et al, 2008).

The Individual Authenticity at Work (IAM Work; van den Bosch & Taris, 2014) scale was used to measure state authenticity. This 12 item self-report measure was developed from Wood et al's Authenticity Scale (2008) adapted for a work context. The 12 items have been

rewritten to refer to authenticity at work, for example, “I feel alienated from myself” (Wood et al., 2008) became “At work, I feel alienated” (van den Bosch & Taris, 2014). Similar to Wood et al (2008)’s scale, a 7-point Likert scale is used, but participants were asked to focus on their most recent work position, and rate how strongly they believe the statements describe them at work, from *1 = does not describe me at all*, to *7 = describes me very well*. Questions 5 – 12 were reverse coded. van den Bosch & Taris (2014) found that coefficient alphas ranged from .67 to .79.

Values-Fit

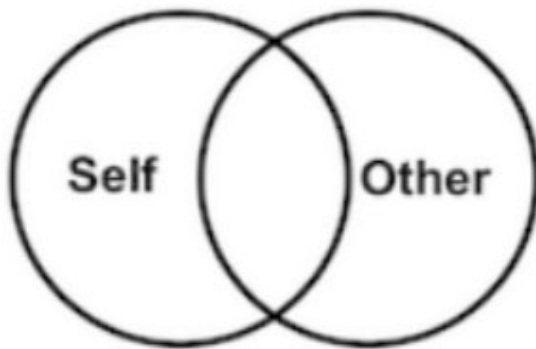
Two questionnaires were also chosen to assess values-fit. Firstly, the Person-Organisation Fit questionnaire (POF), designed by Cable & Judge (1996). The questionnaire is a 3-item self-report measure, to assess an employee’s perception of his or her fit with their organisation (e.g.: Do you think that the values and ‘personality’ of this organisation reflect your own values and personality?). Each item is rated on a 5-point Likert scale from *1 = strongly disagree* to *5 = strongly agree*. Cable & Judge found that the coefficient alpha was .87 (1996).

Inclusion of Other in the Self Scale (IOS; Aron et al., 1992) was also used to assess values-fit. This single item pictorial measure includes images of 7 Venn Diagrams, each representing a different degree of overlap between the two circles (See Figure 1). Within Aron et al’s (1992) study, this measure was used to highlight people’s sense of interconnectedness, and used the images to describe their relationships. Within the current study we have amended the question slightly to highlight an organisational context instead with participants choosing which image best represents the extent to which their personal values and their organisations values match. The closer the circles are together, the closer they feel their values and their organisations values align, the further apart the circles, the

further apart they feel their values align. As this is a single item measure, there are no relevant reliability statistics.

Figure 1

IOS Scale Venn Diagram



Job Satisfaction

The Satisfaction with Job Facets measure was chosen to measure overall job satisfaction (Andrews & Withey 1978; Fields, 2013). A 5-item self report questionnaire, each item is rated on a 7-point Likert scale with participants rating the extent to which they feel satisfied where *1 = terrible and 7 = delighted* (eg: “How do you feel about your job?”). In Rentch & Steel’s (1992) study exploring the construct and validation of the scale, they found coefficient values ranged from .79 to .81 across different samples.

Organisational Commitment

The Organisational Commitment Questionnaire (OCQ; Mowday et al, 1979) is a 15-item self-report questionnaire used to measure global organisational commitment.

Participants rated each item on a 7-point Likert scale where *1 = strongly disagree and 7 = strongly agree* (eg: “I really care about the fate of this organisation”). Questions 3, 7, 9, 11,

12, and 15 are reverse scored (eg: “I feel very little loyalty to this organisation”). Alternative studies found coefficient alpha values ranged from .81 to .93 (Fields, 2013).

Organisational Belonging

Blau et al’s (2023) newly developed scale (OB Scale) has been chosen to measure organisational belonging. The OB scale is an 18-item self-report questionnaire with 4 subscales, Be Myself (eg: “I feel comfortable with being myself at work”), Acceptance (eg: “I feel accepted by others in the organisation”), Diversity Valued (eg: “Employees of different backgrounds interact well in our company”), Connection (eg: “I feel a sense of belonging in this organisation”). Participants rated each item on a 6-point Likert scale where *1 = strongly disagree and 6 = strongly agree*. Blau et al (2023) found coefficient alpha values ranged from .71 to .89 in different samples.

Turnover Intentions

Turnover intentions/cognitions were measured using a 5-item scale found within Bozeman & Perrewé’s (2001), study, which was based on the work of Mowday et al. (1984) and Mobley et al. (1978). Participants rated each item on a 5-point Likert scale to the extent to which they agree or disagree with each statement where *1 = strongly disagree and 5 = strongly agree* (eg: ‘I do not intend to quit my job’). Questions 3, 4 & 5 are reverse coded. Coefficient alpha values were found in previous studies to range from .90 – .94 (Fields, 2013).

Data Analysis

The data collected through the Qualtrics questionnaire was imported and analysed using IBM Statistical Package for Social Sciences (SPSS 29). As part of the data cleaning

process, responses with greater than 10% of missing values were removed. The median response time was collected, and any responses that were faster than 50% of the median time were excluded, as this may indicate lower-quality responses (Greszki, Meyer, & Schoen, 2015). Mahalanobis distance was used to identify multivariate outliers (Tabachnick & Fidell, 2001), and was calculated for each case based on the overall total from each measure compared to a Chi-square distribution with an equivalent degrees of freedom ($df = 8$). Following the recommendation of Tabachnick and Fidell (2001), a conservative probability threshold of $p < .001$ was employed to identify and remove possible outliers. The data cleaning process removed 131 responses, leaving a final sample size of $N = 285$.

In cases of small amounts of missing data (i.e. $< 10\%$ missing data), the mean score for the respective scale was calculated and then populated into the missing data points. To obtain information regarding the frequencies, the skew and kurtosis of the data were calculated. As guided by Kline (2011), a skewness value larger than ± 3 indicates that the data is extremely skewed, as are kurtosis values of ± 8 . The descriptive statistics of the current study revealed that there were no significant outliers in terms of skewness or kurtosis, therefore the transformation of the data was unnecessary (See Table 1). To assess the reliability of the measures used in the present study, Cronbach's Alpha was calculated for each scale, using the sum total for each. Following the recommendations outlined by Field (2018), Cronbach's alpha values exceeding 0.7 indicate a reliable scale.

To examine the support for Hypotheses 1 a-c, 2 a-c, 3 a-c, and 4 a-c, correlation analyses were performed. To explore the contributions of authenticity and PO fit on work attitudes, multiple regression analyses were run, one for each work outcome.

Results

Reliability Analyses

Reliability analyses (Cronbach's alpha) were conducted, and the following measures were found to have good levels of internal consistency: The Authenticity Scale ($\alpha = .87$), IAM Work Scale ($\alpha = .86$), POF Questionnaire, ($\alpha = .83$), Organisational Commitment Questionnaire ($\alpha = .90$), Organisational Belonging Scale ($\alpha = .92$) and Turnover Intentions Scale ($\alpha = .91$). No alpha value was calculated for the IOS scale as it is a single item measure. The alpha values for all the measures used in the present study are reported in Table 1.

Descriptive Statistics

Table 1 displays descriptive statistics for all variables. Participants rated themselves as more authentic than not authentic in both trait ($M = 5.10$, $SD = .99$) and state measures ($M = 4.96$, $SD = 1.01$). On the POF questionnaire, participants tended to be neutral ($M = 3.64$, $SD = .92$) in their responses and similarly, in the IOS Scale, participants chose on average a relatively even Venn diagram representation ($M = 3.48$, $SD = 1.35$). Job satisfaction was generally rated as "Mostly Satisfied" ($M = 5.10$, $SD = 1.06$), while organisational commitment and organisational belonging were met with neutral responses ($M = 4.55$, $SD = 1.11$) and ($M = 3.87$, $SD = .71$), respectively. Regarding turnover intentions, participants indicated a tendency to "somewhat disagree" with related statements, meaning they were unlikely to be thinking about leaving their organisation ($M = 2.73$, $SD = 1.22$).

Pearson's correlations were conducted to examine the correlations among all variables and to test hypotheses (Table 1).

Table 1.

Descriptive Statistics and Correlations for all Scales

Scale	M	SD	1	2	3	4	5	6	7	8	Skew	Kurtosis
1. AS	5.10	.99	(.87)								-.51	.14
2. IAM Work	4.96	1.01	.60**	(.86)							-.32	.30
3. POFQ	3.64	.92	.10	.41**	(.83)						-.75	.33
4. IOS Scale	3.48	1.35	.12*	.32**	.49**						.01	-.72
5. SJF	5.10	1.06	.22**	.47**	.61**	.40**	(.83)				-.69	.33
6. OCQ	4.55	1.11	.14*	.41**	.64**	.48**	.70**	(.90)			-.13	-.33
7. OB Scale	3.87	.71	.27**	.49**	.60**	.39**	.70**	.71**	(.92)		-.42	-.48
8. TI	2.73	1.22	-.15**	-.33**	-.44**	-.31**	-.61**	-.61**	-.50**	(.91)	.21	-1.1

Note: Alpha reliabilities in brackets. AS = Authenticity Scale; POFQ = Person-Organisation Fit Questionnaire; IOS Scale = Inclusion of Other in the Self Scale; SJF = Satisfaction with Job Facets; OCQ = Organisational Commitment Questionnaire; OB = Organisational Belonging; TI = Turnover Intentions.

* $p < .05$ (2-tailed). ** $p < .01$ (2-tailed)

Hypothesis 1a and 1b were both supported, with state authenticity showing a moderate positive relationship with job satisfaction ($r = .47, p < .001$), while trait authenticity showed a weaker positive relationship ($r = .22, p < .001$).

Both PO fit measures showed positive correlations with job satisfaction in support of Hypothesis 1c. The IOS measure showed a moderate positive relationship ($r = .40, p < .001$) and the POF measure showed a strong positive relationship ($r = .61, p < .001$).

The analysis supported both Hypothesis 2a and 2b with a moderate positive relationship between state authenticity and organisational commitment ($r = .41, p < .001$) and a significant albeit weaker positive relationship between trait authenticity and organisational commitment ($r = .14, p .016$).

Hypothesis 2c was supported with the IOS measure displaying a moderate positive relationship with organisational commitment ($r = .48, p < .001$), while the POF measure demonstrated a strong positive relationship ($r = .64, p < .001$).

The correlation analysis uncovered significant results supporting Hypotheses 3a and 3b. Specifically, a moderate negative relationship ($r = -.33, p < .001$) between state authenticity and turnover intentions, and a weak negative relationship ($r = -.15, p .008$) with trait authenticity.

Similarly, Hypothesis 3c was supported as negative correlations were found for both PO fit measures with turnover intentions. The IOS measure showed a moderate negative relationship ($r = -.31, p < .001$), as did the POF measure ($r = -.44, p < .001$).

The correlation analysis found support for Hypothesis 4a and 4b. A weak positive relationship was found between trait authenticity and organisational belonging ($r = .27, p < .001$), while state authenticity showed a moderate positive relationship ($r = .49, p < .001$).

Hypothesis 4c was also supported. The IOS measure displayed a moderate positive relationship ($r = .39, p < .001$) with organisational belonging, while the POF measure exhibited a strong positive relationship ($r = .60, p < .001$).

In summary, all hypothesised relationships were supported and we therefore moved on to the exploratory element of the study by conducting regression analyses.

Multiple Regression Analysis

Four multiple regression analyses were conducted to assess the extent to which trait authenticity, state authenticity, and PO fit contribute to each of the work attitudes (job satisfaction, organisational commitment, turnover intentions, and organisational belonging). Results are summarised in Table 2, and each regression model is discussed individually below.

Table 2.

Regression Analysis on Work Attitudes: Contributions of Authenticity and Person-Organisation Fit

Attitude	R ²	Adjusted R ²	Variable	Standardised β
Job Satisfaction	.444	.436	State	.233***
			Authenticity Trait	.021
			Authenticity PO Fit	.473***
			PO Fit (Venn)	.093
Organisational Commitment	.473	.465	State	.186**
			Authenticity Trait	-.043
			Authenticity PO Fit	.472***
			PO Fit (Venn)	.199***
Turnover Intentions	.236	.225	State	-.178*
			Authenticity Trait	-.004
			Authenticity PO Fit	-.323***
			PO Fit (Venn)	-.097
Organisational Belonging	.448	.440	State	.226***
			Authenticity Trait	.078
			Authenticity PO Fit	.471***
			PO Fit (Venn)	.074

* $p < .05$. ** $p < .01$. *** $p < .001$.

Job Satisfaction: The results of the regression indicated that the overall model was significant ($F(4,280) = 55.88, p < .001$), and 43.6% of the variance in job satisfaction can be explained by the model. It was found that state authenticity made a significant positive contribution towards job satisfaction ($\beta = .233, p < .001$) as did the POF measure. ($\beta = .473, p < .001$). Trait Authenticity did not significantly contribute to job satisfaction ($\beta = .021, p < .001$), as did the IOS measure ($\beta = .093, p .74$).

Organisational Commitment: The results of the regression analysis demonstrated the significance of the overall model ($F(4,280) = 62.71, p < .001$), with the model explaining 46.5% of the variance in organisational commitment. Both measures assessing PO fit

emerged as significant contributors of increased organisational commitment (POF Questionnaire $\beta = .472, p < .001$; IOS Scale $\beta = .199, p < .001$). State authenticity made a significant positive contribution to organisational commitment ($\beta = .186, p .003$), however, trait authenticity did not exhibit a significant contribution to organisational commitment ($\beta = -.043, p .441$).

Turnover Intentions: The analysis revealed that the overall model was statistically significant ($F(4,280) = 21.63, p < .001$), accounting for 22.5% of the variance in turnover intentions. State authenticity significantly contributed to lower levels of turnover intentions ($\beta = -.178, p .016$), as was the case with the POF measure ($\beta = -.323, p < .001$). However, trait authenticity did not yield a significant contribution to lower turnover intentions ($\beta = -.004, p .955$), nor did the IOS measure ($\beta = -.097, p .113$).

Organisational Belonging: The results of the regression analysis indicated the overall model's significance ($F(4,280) = 56.82, p < .001$), with the model explaining 44% of the variance in organisational belonging. The overall findings were similar with the outcomes observed for the other work-related variables. Specifically, state authenticity demonstrated a significant positive impact on organisational belonging ($\beta = .226, p < .001$), along with the POF measure ($\beta = .471, p < .001$). However, trait authenticity ($\beta = .078, p .171$) and the IOS measure ($\beta = .074, p .152$) did not exhibit a significant contribution to organisational belonging.

In summary, the study found support for all hypothesised relationships between authenticity and work attitudes, as well as P-O fit and work attitudes. Furthermore, the multiple regression analyses found support for the significance of state authenticity and PO fit as contributors to positive work attitudes.

Discussion

This study aimed to investigate the relationships between authenticity and PO fit on the following work attitudes: job satisfaction, organisational commitment, organisational belonging, and turnover intentions. Additionally, we aimed to determine which factor, authenticity, or PO fit, serves as a stronger contributor of these outcomes.

The following discussion will explore these findings alongside the various theoretical and practical implications derived from this study, in addition to addressing its limitations and offering suggestions for future research. The outcomes of the correlational analysis not only confirmed our proposed hypotheses but also reinforced existing research investigating the relationships between authenticity, PO fit and our selected work attitudes. Foundational literature on authenticity in the workplace has consistently revealed positive associations with job satisfaction (Metin et al., 2016; Van den Bosch and Taris, 2014), which was supported by our findings for both trait and state authenticity. Similarly, extensive research on PO fit has demonstrated numerous positive correlations with job satisfaction and organisational commitment (Boxx et al, 1991; O'Reilly, Chatman & Caldwell, 1991; Verquer et al., 2003; Westerman & Cyr 2004). Research also consistently supports the rationale that PO fit diminishes turnover intentions (Berisha & Lajci, 2020; Verquer et al., 2003; Wang & Hall, 2019; Zhang et al., 2017). Our correlations echoed these findings, indicating robust positive relationships between PO fit, job satisfaction and organisational commitment, alongside a moderate negative association with turnover intentions. Whilst former research has investigated the above relationships extensively, certain relationships, such as authenticity and organisational commitment, authenticity and turnover intentions, and authenticity and PO fit with organisational belonging, have received comparatively less attention. Prior studies have investigated similar relationships, such as those between authentic leadership, organisational commitment and turnover intentions, alongside exploring authenticity and PO

fit's associations with general belongingness. Our research extends this literature by directly examining these less explored connections. Specifically, we examined a broader understanding of authenticity by utilising both state and trait measures, while also focusing on a sense of belonging specific to the workplace rather than general belongingness. As anticipated, our hypotheses regarding these relationships were corroborated, highlighting positive associations between authenticity and organisational commitment, authenticity and PO fit with organisational belonging, as well as a negative association between authenticity and turnover intentions. As such, these findings offer novel insights into the existing body of literature.

To investigate our exploratory research question into whether authenticity or PO fit holds a stronger influence on these work attitudes we employed multiple regression analysis. Our results indicate that while both authenticity and PO fit are significant contributors, the POF questionnaire specifically emerged as the most influential contributor.

Theoretical Implications

Aligned with the tradition of academic research and inquiry, we intended to use our findings to contribute to the growing body of literature and theory surrounding PO fit and authenticity at work.

Whilst existing research highlights the significant relationships between authenticity, PO fit and positive work attitudes, there has been a notable gap in the literature. To date, no research has directly compared authenticity and PO fit, investigating which might be a stronger contributor. This study aimed to address this gap, and this was achieved as the results revealed that across all work attitudes – job satisfaction, organisational commitment, organisation belonging and turnover intentions – PO fit demonstrated a significant and

greater overall contribution than authenticity. This reinforces the pivotal role of PO fit in the workplace and suggests a more targeted approach for achieving positive work attitudes.

This study also highlights the importance of distinguishing between trait authenticity and state authenticity when conducting research within organisational settings. The absence of a significant relationship between trait authenticity and our chosen work attitudes suggests that an individual's general, overarching sense of authenticity may not play an influential role in contributing to specific work-related behaviours or attitudes. This acknowledges that the dynamics of authenticity at work may be more context-dependent, as trait authenticity, being a more stable and generalised characteristic, may not capture the nuances of situational influences.

While our study demonstrated that PO fit emerged as the strongest contributor overall, state authenticity also made significant contributions to our chosen work attitudes. This supports the conceptualisation of PO fit and authenticity as distinct yet complementary lenses through which we can understand congruence in the workplace. By encompassing different yet interrelated aspects of congruence—where PO fit concentrates on the alignment of individual attributes (e.g., values) with organisational characteristics (e.g., culture, goals, norms), and state authenticity centers on individuals' sense of alignment with their true selves and their ability to express their values, beliefs, and identities within their work roles—we can achieve a more comprehensive understanding of the relationship between individuals and their organisational environments. Furthermore, the conceptualisation of PO fit and authenticity as distinct lenses implies the dynamic nature of congruence at work. PO fit and authenticity may fluctuate in their stability over time and across various situations (Lehman et al., 2019; Vleugels et al., 2019). For instance, individuals may find alignment with certain organisational aspects while simultaneously experiencing feelings of authenticity or inauthenticity depending on the context or role. Considering the stronger influence of PO fit

on work attitudes, it suggests that PO fit may potentially exhibit greater stability over time and across situations within our study context. However further investigation is necessary to explore the longitudinal stability and variability of both PO fit and authenticity in diverse organisational settings.

This study also reveals noteworthy distinctions among measures, particularly those related to PO fit. The POF Questionnaire emerged as the more influential contributor for all work attitudes. Conversely, the IOS scale was found to be a significant contributor for only organisational commitment. The observed correlation of 0.49 between these measures indicates a relatively low shared variance, implying that these measures may not be capturing the same construct. A potential factor contributing to these differences could be the original purpose of the IOS scale. Originally designed to assess interpersonal interconnectedness within romantic relationships, its application in our study diverges significantly. While the IOS scale was intended to measure closeness between individuals, our study adapted it to assess the alignment between individuals' personal values and organisational values. Visualising closeness between oneself and another person may be more intuitive due to the tangible and concrete nature of human relationships. However, visualising the closeness between abstract concepts such as personal and organisational values may be more challenging and more easily misinterpreted. Indeed, cognitive research indicates that abstract concepts hold less imageability than concrete ones, making them more challenging to visualise (Wang et al., 2010). Therefore, the inherent disparity between the original focus of the IOS scale and its application in our study context, which involves more abstract concepts, could contribute to the observed differences in results. Moreover, the IOS scale being a single-item measure could contribute to its limited ability to capture the complexity of psychological constructs like PO fit (Allen et al., 2022). Therefore, these findings underscore

the caution that should be exercised using this type of measure when investigating concepts of this nature.

Practical Implications

Another aim of this study was to offer practical insights for organisations in optimising their time and resources toward more tailored interventions for enhancing positive work attitudes.

This study's findings emphasise that PO fit is a stronger contributor to our chosen work attitudes than authenticity. Consequently, these findings highlight the strategic importance for organisations to concentrate on cultivating PO fit, and by doing so, can foster heightened levels of job satisfaction, organisational commitment, belonging, and reduced turnover intentions. To enhance PO fit, refining onboarding processes is considered key (Pike, 2014). Tailoring such processes to each individuals' strengths, preferences and career aspirations, alongside socialisation techniques like comprehensive materials on the organisation's history, values, and achievements, fostering network development amongst peers and organisational leaders, and clear communication on role contributions and career progression, has proven effective in prior research (Stein & Christiansen, 2010).

While PO fit holds significant importance, organisations should not overlook the value of authenticity. This study highlights the significance of cultivating an authentic workplace culture that encourages genuine expression. As explored within the literature review of this study, fostering authenticity within the workplace generates positive work attitudes, such as satisfaction, commitment, belonging and reduced turnover (Belle et al., 2015; Cable et al., 2013; Metin et al., 2016).

The current study's findings further suggest that implementing organisational interventions to enhance both PO fit and state authenticity may effectively generate positive

work attitudes. However, if constraints on time or resources exist, prioritising efforts towards PO fit may be more beneficial, given the stronger contribution found within this study.

Limitations and Future Research

Whilst the results of this study supported all proposed hypotheses, there are some limitations that must be considered.

The current study did not control for factors which may act as extraneous influences, such as age, gender, culture, or role tenure. Notably, existing research indicates that job tenure can have a substantial influence on both job satisfaction (Bedeian et al., 1992) and organisational commitment (Cohen, 1993; Wright & Bonett, 2002). Indeed, employees with longer tenure may exhibit higher levels of job satisfaction due to their increased ability and opportunity for desired job benefits, such as a higher salary or greater autonomy and control over their role (Bedeian et al., 1992). Additionally, cultural influences can significantly shape attitudes like job satisfaction and turnover intentions. Research indicates that ethnic minority populations often encounter many workplace challenges, including negative social interactions and limited opportunities for career progression, which can contribute to lower job satisfaction and increased turnover intentions (Hofhuis et al., 2014; O'Reilly & Roberts, 1973; Yap et al., 2010). Studies also suggest that younger individuals may exhibit lower commitment and a greater likelihood of seeking alternative opportunities, whereas those in the middle to later stages of their careers are less prone to leave their organisations (Cohen, 1993; Ornstein & Isabella, 1990). Further research exploring work attitudes should control for such factors, to rule them out as a potential influence on the results.

Another aspect to acknowledge as a limitation pertains to the generalisability of our sample. A significant portion of our participants comprised of working university students. Notably, the average age of our sample was relatively young (26), and the average weekly

working hours were part-time (23 hours). This demographic composition may not entirely capture the diversity of the broader working population in New Zealand. There is currently mixed research findings on differences between full-time and part-time employees concerning organisational commitment, job satisfaction, and turnover (Thorsteinson, 2003), and research indicates that students often express less favourable job attitudes, specifically in terms of job satisfaction, commitment and turnover intentions (Maynard et al., 2006). This may be attributed to the fact that their current roles may not align directly with their desired and/or intended occupations, or they perceive their positions as temporary (Maynard et al., 2006). As such, a potential avenue for future research could involve examining potential distinctions between studying and non-studying employees in relation to these work attitudes. Furthermore, a predominant portion of the participants in this sample identified their ethnicity as NZ European. As such, replicating this study in both westernised and non-westernised contexts could provide valuable insights into the consistency of these findings across diverse cultures.

Along with recommendations for future research discussed above, there are some other proposed suggestions. Firstly, in this study our focus was solely on the PO fit component within the broader framework of Person-Environment fit. Given its significant contribution towards our chosen work attitudes, it may be valuable to replicate this study and examine whether there are differences in the contributions of the various components within this framework, such as person-supervisor, person-job, and person-group fit. Also considering the practical implications of this research, there may be merit in conducting an intervention study. This could test interventions designed to enhance PO fit and authenticity in the workplace, subsequently assessing the impact of these interventions on job satisfaction, workplace commitment and belonging, and turnover intentions.

Conclusion

To conclude, this study sought to examine the connections between authenticity and PO fit with key work attitudes: job satisfaction, organisational commitment, organisational belonging, and turnover intentions. Our objective was to identify the stronger contributor between authenticity and PO fit towards these attitudes. The findings highlighted the significance of both PO fit and state authenticity as contributors of positive work attitudes, with PO fit emerging as the predominant contributor. As one of the first studies to compare the impacts of PO fit and authenticity on work attitudes, this research not only contributes a fresh perspective to the existing literature, but also provides important implications for organisations. It suggests that while both PO fit and authenticity are crucial, prioritising values alignment with current and future employees is key for enhancing job satisfaction, fostering organisational belonging and commitment, and diminishing turnover intentions.

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Appendix A

Ethics Approval Letter

Te Wānanga o Ngā Kete | **Division of Arts,
Law, Psychology & Social Sciences**

The University of Waikato
Private Bag 3105
Hamilton 3240
New Zealand

Te Kura Whatu Oho Mauri
School of Psychology
Dr Oleg Medvedev
Tel: +64 7 837 9212
Email: oleg.medvedev@waikato.ac.nz
www.waikato.ac.nz



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Anna Sutton, Georgia McLeish, Kelly Olsen

Dr Anna Sutton

Te Kura Whatu Oho Mauri
School of Psychology

19 April 2023

Dear Anna, Georgia and Kelly

Re: **FS2023-09: Authenticity, Values fit and work outcomes**

Thank you for submitting your revised application to the ALPSS Human Research Ethics Committee. We have reviewed the final electronic version of your application and the Committee is now pleased to offer formal approval for your research activities as included therein.

We encourage you to contact the committee should issues arise during your data collection, or should you wish to add further research activities or make changes to your project as it unfolds. We wish you all the best with your research. Thank-you for engaging with the process of Ethical Review.

Kind regards

A handwritten signature in black ink that reads 'Oleg Medvedev'.

Dr Oleg Medvedev, Convenor
Division of Arts, Law, Psychology & Social Sciences Human Research Ethics

Appendix B

Information Sheet and Debriefing Statement

Information Sheet & Consent

Project Title: Authenticity, Values-fit & Work Outcomes.

You have been invited to participate in this research study investigating the relationships between Values-Fit, Authenticity and Work Outcomes (Job Satisfaction, Workplace Commitment, Workplace Belonging & Turnover Intentions). We want to find out how a sense of authenticity can impact an individual's sense of values fit, and whether values-fit or authenticity is more important for predicting positive work outcomes. This research is conducted by Honours student Kelly Olsen, Masters student Georgia McLeish and supervised by Dr Anna Sutton.

Participants' Role:

You will be asked to complete a series of questionnaires asking you about your typical thoughts and feelings related to yourself and your work. You may also be asked to recall and describe a memory from your current job. The total time for completing is estimated to be 15 - 20 minutes.

This is not a test, and there are no right or wrong answers. Please be as honest as you can.

Confidentiality and participants rights:

All data will be anonymised meaning no personal information can be linked between yourself and the data that has been given.

There are no anticipated risks associated with completing this survey. You can withdraw from the study at any time and without giving a reason by simply closing your browser window. Once you have completed the questionnaire you will be unable to withdraw your data as it is anonymised and unable to be connected to your identity.

Storage of Data:

Data will be stored for a minimum of 5 years after completion of this research project. The data will be stored securely by Dr Anna Sutton. Only the research investigators of this project will have access to this data. Data will not be attached to any participants' identities. If required for paper publication, anonymised data may be shared in public repositories.

Funding: This project has no funding and is contributing to the completion of one Honours dissertation and one Masters thesis.

For further information: If you have any questions related to this research project please email one of the researchers: Kelly Olsen (ko117@students.waikato.ac.nz) or Georgia McLeish (gm312@students.waikato.ac.nz) or the supervisor Dr Anna Sutton (anna.sutton@waikato.ac.nz).

Ethics Approval: This research project has been approved by the Human Research Ethics Committee of the Faculty of Arts and Social Sciences - FS2023-09. Any questions about the ethical conduct of this research may be sent to the Secretary of the Committee, email alpss-ethics@waikato.ac.nz , postal address, Division of Arts, Law, Psychology and Social Sciences, University of Waikato, Te Whare Wananga o Waikato, Private Bag 3105, Hamilton 3240.

Consent: By proceeding with the online survey you are agreeing that:

- You have read and understood this information
- Questions about your participation in this study have been answered satisfactorily
- Anonymised data may be shared in public research repositories

If you do not agree with the above - please exit out of the survey now.

Debriefing Statement

Dear participant,

Thank you very much for your participation in our study. The data will be used to answer two research questions: Firstly, do subjective feelings of authenticity at work influence the extent to which personal values align with workplace values and, thereby, influence work outcomes? Secondly, which is more important for predicting positive work attitudes and outcomes, perceived values-fit with your organisation, or a sense of authenticity?

Studies have shown that how “true to ourselves” we feel, also known as authenticity, is positively related to measurable work outcomes of job satisfaction, workplace commitment, workplace belonging and turnover intentions (van den Bosch & Taris, 2014; Smullenbroek et al., 2017; Sutton, 2020). Evidence also indicates that these work outcomes positively relate to how well individuals' personal and workplace values match – conceptualised as person-organisation fit (Cable & Judge, 1996; Saks & Ashforth, 1997). However, research has not considered the impact of subjective feelings of authenticity on values alignment and work outcomes or whether values-fit or authenticity at work is more important in predicting work outcomes.

In this study, we wanted to compare whether recalling an authentic or inauthentic memory from your job altered your current feelings of authenticity (state authenticity). This was to understand if authenticity significantly impacts the extent to which you felt your personal values aligned with your organisation's values and whether this influenced work outcomes.

We also wanted to find out which concept better predicted positive work outcomes - authenticity or person-organisation/values fit.

So next, we asked you to complete several questionnaires. They were all scientifically grounded measures of our main concepts: authenticity, person-organisation values fit, job satisfaction, workplace commitment, workplace belonging & turnover intentions.

The results of this study will add to the existing literature and help researchers better understand the constructs of authenticity and person-organisation fit within the workforce. In a practical context, the knowledge from these results should help organisations focus their time and resources on more tailored and specific interventions to improve positive work outcomes for employers and employees.

Should you have any further questions about the study, feel free to get in touch with the primary investigators, Georgia McLeish (gm312@students.waikato.ac.nz), Kelly Olsen (ko117@students.waikato.ac.nz) or the projects' supervisor Dr Anna Sutton (anna.sutton@waikato.ac.nz).

Thank you once again for your help.

References:

Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294–311. <https://doi.org/10.1006/obhd.1996.0081>

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Appendix C

Measures

(Note: titles of the questionnaires and references were not shown to participants on the online questionnaire.)

Person – Organisation Fit Questionnaire

Instructions:

Below is a list of questions & statements about your thoughts and feelings. Using the scale, please indicate how strongly you agree with each statement where 1 = not at all and 5 = completely agree. There is no 'right' or 'wrong' as everyone is different, so simply answer according to your own experience.

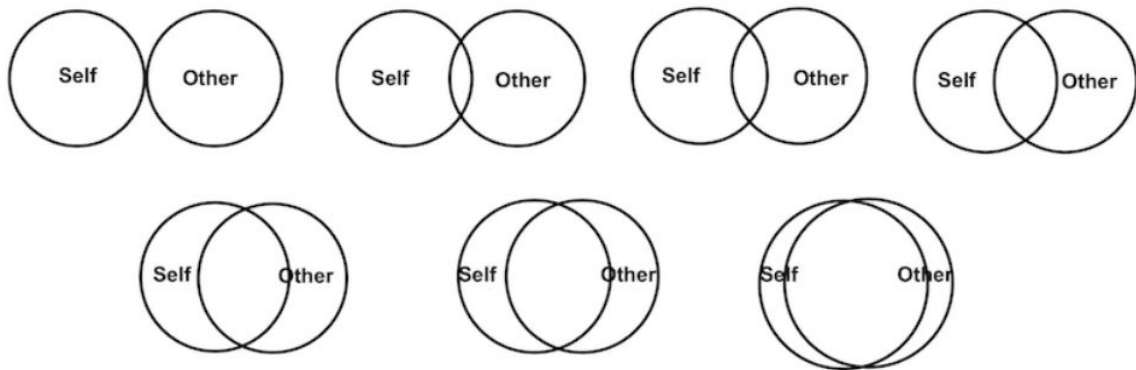
1. To what degree do you feel your values match or fit this organisation?
2. My values match those of the current employees in this organisation
3. Do you think the values and personality of this organisation reflect your own values and personality?

Source: Cable, D. M., & Judge, T. A. (1996). Person-organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294-311.

Inclusion of Other in the Self Scale (IOS)

Instructions:

Below is an image with 7 Venn Diagrams displayed on each. Please tick the box next to the image that you feel best represents the extent to which your personal values and perceived workplace values match. The closer the circles, the closer you feel your values and organisational values align. The further apart the circles, the further you feel your values and organisational values align.



Source: Aron, A., Aron, E. N., & Smollan, D. (1992). Inclusion of other in the self scale and the structure of interpersonal closeness. *Journal of Personality and Social Psychology*, 63(4), 596–612. <https://doi.org/10.1037/0022-3514.63.4.596>

Individual Authenticity Measure at Work (IAM Work) – State Authenticity Measure**Instructions:**

In the past four weeks in your current work position, please indicate how much each statement applied to you at work. Rate each item from 1 – 7, with 1 = does not describe me at all and 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
6. I don't feel who I truly am at work
7. At work, I feel out of touch with the "real me"
8. In my working environment, I feel "cut off" from who I really am
9. At work, I feel the need to do what others expect me to do
10. I am strongly influenced in the workplace by the opinions of others
11. Other people influence me greatly at work
12. At work, I behave in a manner that people expect me to behave

Source: van den Bosch, R., & Taris, T. W. (2014). Authenticity at work: Development and validation of an individual authenticity measure at work. *Journal of Happiness Studies*, 15(1), 1–18.

<https://doi.org/10.1007/s10902-013-9413-3>

The Authenticity Scale – Trait Authenticity Measure

Instructions:

Below is a list of statements about your thoughts and feelings. Using the scale, please indicate how strongly you believe each statement describes you. Rate each item from 1 – 7, with 1 = does not describe me at all and 7 = describes me very well.

- 1.I feel as if I don't know myself very well
- 2.I feel out of touch with the real me
- 3.I feel alienated from myself
- 4.I don't know how I really feel inside
- 5.I always stand by what I believe in
- 6.I am true to myself in most situations
- 7.I think it is better to be yourself than to be popular
- 8.I live in accordance with my values and beliefs
- 9.I usually do what other people tell me to do
- 10.Other people influence me greatly
- 11.I am strongly influenced by the opinions of others
- 12.I always feel I need to do what others expect me to do

Source: Wood, A. M., Linley, P. A., Maltby, J., Baliousis, M., & Joseph, S. (2008). The authentic personality: A theoretical and empirical conceptualisation and the development of the Authenticity Scale. *Journal of Counseling Psychology*, 55(3), 385–399. <https://doi.org/10.1037/0022-0167.55.3.385>

Satisfaction with Job Facets

Instructions:

Below is a list of questions about your overall satisfaction with your work. Using the scale, please indicate the extent to which you are satisfied.

1	2	3	4	5	6	7
Terrible	Unhappy	Mostly dissatisfied	Equally satisfied and dissatisfied	Mostly satisfied	Pleased	Delighted

1. How do you feel about your job?
2. How do you feel about the people you work with?
3. How do you feel about the work you do on your job - the work itself?
4. What is it like/how do you feel about where you work? - the physical surroundings, the hours, the amount of work you are asked to do?
5. How do you feel about what you have available for doing your job - the equipment, information, supervision?

Source: Fields, D. L. (2013). *Taking the measure of work: A guide to validated scales for organisational research and diagnosis*. Information Age Publishing.

Organisational Commitment Questionnaire

Instructions:

Below is a list of statements about your thoughts and feelings at work. Using the scale, please indicate the extent to which you agree with each statement with 1= strongly disagree and 7 = strongly agree.

- 1.I am willing to put in a great deal of effort beyond normally expected in order to help this organisation be successful
- 2.I talk up this organisation to my friends as a great organisation to work for
- 3.I feel very little loyalty to this organisation
- 4.I would accept almost any type of job assignment in order to keep working for this organisation
- 5.I find that my values and the organisations values are very similar
- 6.I am proud to tell others that I am part of this organisation
- 7.I could just as well be working for a different organisation as long as the type of work was similar
- 8.This organisation really inspires the very best in me in the way of job performance
- 9.It would take very little change in my present circumstances to cause me to leave this organisation
- 10.I am extremely glad that I chose this organisation to work for over others I was considering at the time
- 11.Theres not too much to be gained by sticking with this organisation indefinitely
- 12.Often I find it difficult to agree with this organisation's policies on important matters relating to its employees
- 13.I really care about the fate of this organisation
- 14.For me this is the best of all possible organisations for which to work
- 15.Deciding to work for this organisation was a definite mistake on my part

Source: Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organisational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)

Turnover Intentions

Instructions:

Below is a list of statements about your thoughts and feelings at work. Using the scale, please indicate the extent to which you agree with each statement, with **1= strongly disagree** and **5 = strongly agree**.

1. I will probably look for a new job in the near future
2. At the present time, I am actively searching for another job in a different organisation
3. I do not intend to quit my job
4. It is unlikely that I will actively look for a different organisation to work for in the next year
5. I am not thinking about quitting my job at the present time

Source: Bozeman, D. P., & Perrewé, P. L. (2001). The effect of item content overlap on Organisational Commitment Questionnaire–turnover cognitions relationships. *Journal of Applied Psychology*, *86*(1), 161–173. <https://doi.org/10.1037/0021-9010.86.1.16>

Organisational Belonging

Instructions:

Below is a list of statements about your thoughts and feelings at work. Using the scale, please indicate the extent to which you agree with each statement, with **1= strongly disagree and 6 = strongly agree.**

1. Employees are treated fairly regardless of differences
2. People of all cultures and backgrounds are respected and valued
3. When I am with people from my organisation, I feel included
4. I feel accepted by others in the organisation
5. Employees of different backgrounds interact well in our company
6. Management shows a commitment to meeting employee disabilities needs
7. Racial, ethnic, religious jokes are not tolerated
8. I can be successful as my authentic self
9. I feel a sense of belonging in this organisation
10. My contributions in team meetings are valued
11. I feel comfortable with being myself at work
12. I can voice a contrary opinion without the fear of negative consequences
13. When I speak up at work I feel my opinion is valued
14. I rarely feel like I am the only one
15. I feel like my colleagues understand who I truly am
16. My company enables me to balance my work and personal life
17. I feel connected to others in my organisation
18. The norms are clearly understood

Source: Blau, G., Goldberg, D., & Kyser, D. (2023). Organisational belonging – proposing a new scale and its relationship to demographic, organization, and outcome variables. *Journal of Workplace Behavioral Health*, 1–28. <https://doi.org/10.1080/15555240.2023.2178448>