The Importance of Role-Based and Collective Authenticity on Well-Being and Withdrawal

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Abstract

Research on the benefits of authenticity tends to focus on expressing one's authentic individual aspects of self (e.g., personality traits, values, opinions) and less on other identities, such as the roles one inhabits and the collective groups to which one belongs. Across two studies and samples totaling over 4,500 working individuals, we test the relationships between work-related role and collective authenticity and well-being/withdrawal outcomes, as well as their added explanatory value above and beyond the traditional way of conceptualizing authenticity (individual authenticity). In Study 1, we find that both work-related role authenticity and collective authenticity predict well-being above and beyond individual authenticity, whereas only work-related role authenticity adds explanatory value to both withdrawal outcomes. In Study 2, we find a largely similar pattern of results between types of authenticity and well-being/withdrawal outcomes collected approximately 9 months after. Implications are discussed.

The Importance of Role-Based and Collective Authenticity on Well-Being and Withdrawal

Psychological scholarship discusses authentic behavior as an important determinant of personal growth and well-being, as well as a vehicle for fulfilling basic needs of self-determination and self-verification (Goldman & Kernis, 2002; Kernis, 2003; Deci & Ryan, 2002; Swann, 1983). Authenticity research tends to focus on expressions of aspects of self that are unique to the individual (e.g., one's values, opinions, traits; Goldman & Kernis, 2002; Schlegel, Hicks, Arndt, & King, 2009) and typically does not focus on expressions of the aspects of ourselves that connect us to others, such as our collective group memberships and role identities. However, beyond expressing one's unique values and opinions, individuals can express their collective identity memberships (e.g., gay, African American) and enact particular context-related roles (e.g., leader, mother) in a more or less authentic way. These two studies aim to examine the extent to which a broader conceptualization of being authentic relates to well-being and withdrawal. Specifically, we test the extent to which enacting one's work roles and expressing one's collective identities authentically predicts employee well-being and withdrawal above and beyond the traditional conceptualization of authentic expression at the individual level.

Background

Humans are fundamentally motivated to have others see them the way they see themselves (Swann, 1983). The term *authenticity* has roots in existentialist philosophy, which viewed being authentic as a way of living outside of the imposed constraints of society and according to one's inner being (Golomb, 1995). In the psychological literatures, conceptualizations of authenticity have typically separated inner feelings of authenticity (i.e., knowing oneself) from outward expressions of authenticity (i.e., showing others one's "true

self"). For example, Goldman and Kernis (2002) present four separate components of authenticity, two of which focus on the individual truly understanding who they are (awareness, unbiased processing) and two of which focus on engaging in authentic behaviors and interactions (authentic behavior, relational orientation). Similarly, Wood and colleagues (2008) differentiate knowing oneself (self-alienation) from behaving in line with one's internal sense of self (authentic living). In the present two studies, we examine authentic self-expression (i.e., behavior) and how engaging in those behaviors relate to wellbeing and withdrawal outcomes.

Being authentic as (also labeled as *authentic behavior*, *authentic living*, *authentic self-expression*) has been typically characterized as behaving in accordance with one's true-felt self, unconstrained by outside forces, in a way that reflects one's true nature (e.g., Goldman & Kernis, 2002; Harter, 2002; Rogers, 1961; Schlegel, Hicks, Arndt, & King, 2009; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997; Wood, Linley, Maltby, Baliousis, & Joseph, 2008). Authenticity is generally theorized to be positive for individuals, as "being oneself" fulfills both self-determination (Deci & Ryan, 1995) and self-verification (Swann, 1987) needs. Further, Schmader and Sedikides (2017) posit in their SAFE model that fit with one's environment affects authenticity, which in turn results in approach motivation and engagement behaviors when authenticity is high, but avoidance motivation and disengagement behaviors when authenticity is low. Their model would suggest that individuals who engage in authentic self-expression are more likely to feel positively about their environment, whereas those who do not engage in authentic self-expression are more likely to withdraw from their environment. Indeed, authentic self-expression has been associated with greater experiences of well-being (job satisfaction, Cable, Gino, & Staats, 2013; van den Bosch & Taris, 2014; satisfaction with the role of employee, Sheldon et al., 1997; subjective well-being, Wood et al., 2008), as well as lower

reports of withdrawal from work (e.g., turnover, Cable et al., 2013).

Psychological conceptualizations of authentic self-expression have primarily focused on the expression of an individual's unique needs, values, and personality (e.g., Goldman & Kernis, 2002; Schlegel, Hicks, Arndt, & King, 2009; Van den Bosch & Taris, 2014; Wood et al., 2008). For example, scholars have discussed authentic behavior as "acting in accord with one's values, preferences, and needs" (Goldman & Kernis, 2002, p. 19) and "living in accordance with one's values and beliefs" (Wood et al., 2008, p. 386). Although understanding authentic behavior in terms of the individual level of self is important, research taking a more collectivistic or relational view of the self have noted that our self-concept does not only come from our perceived uniqueness from others. Our connections to others through the roles we enact and the groups to which we belong strongly contribute to a meaningful sense of self (e.g., Baumeister & Leary, 1995; Ellemers, Spears, & Doosje, 2002; Gelfand, Major, Raver, Nishii, & O'Brien, 2006; Markus & Kitayama, 1991). We posit that the extent to which employees are authentic in their expression of their work-related roles (e.g., supervisor, coworker), as well as the ways in their expression of their collective group memberships (e.g., gay, Christian), are also influential predictors of well-being and withdrawal.

It is important to note that authenticity researchers have examined authenticity in terms of role-related and collective identities in the past. Sheldon and colleagues (1997) examined the extent to which individuals expressed personality traits consistently across different roles (e.g., student, employee) and found that self-consistency across roles was associated with greater well-being. Similarly, work on authentic leadership associates leaders expressing their true personalities and values at work with more positive relationships with their subordinates (Wang & Hsieh, 2013; Wong & Giallonardo, 2013). Additionally, Slabu and colleagues (2014)

connected a strong interdependent self with lower trait authenticity and Martinez and colleagues (2017) found that transgender individuals who engaged in "action authenticity" (i.e., their appearance at work matched their inner gender identity) reported greater job satisfaction. Although these works do not specifically examine the added value of role-related or collective authenticity over more traditional individual-level conceptualizations of authenticity, they provide a strong argument for incorporating role-related and collective identities into authenticity research.

The debate of the relative importance of the personal versus interpersonal aspects of self continues (see Sedikides & Gardner 2001 for a comprehensive overview), but there is widespread acknowledgement that both significantly affect individual attitudes and behaviors (Cojuharenco, Shteynberg, Gelfand, & Schminke, 2012; Fehr & Gelfand, 2010; Johnson, Selenta, & Lord, 2006; Li & Cropanzano, 2009; Sedikides & Gardner, 2001). It has been argued that role-related and collective self-aspects are more central than the individual self-aspects to maintaining an overall positive self-concept due to the more interpersonal nature of and their strong association with a need for belongingness (Hogg, 2001; Tice & Baumeister, 2001). This suggests that authentic expression of one's work-related roles and collective memberships will have a unique, if not stronger, relationship to employee well-being and withdrawal than authentic expression of individual self-aspects.

We hypothesize that authentic enactment of roles (work-related role authenticity) and authentic expression of collective group memberships (collective authenticity) will relate positively to well-being (H1a, H1b) and negatively to withdrawal (H2a, H2b). We also predict that work-related role authenticity and collective authenticity will predict both well-being (H3a, H3b) and withdrawal (H4a, H4b) above and beyond the traditional way of conceptualizing

authentic expression –authentic expression of individual attributes (individual authenticity). In our first study, using data from over 1,000 employees collected via four different samples, we test hypotheses using a multi-level design accounting for nesting of participants within sample. In our second study, we aim to validate Study 1 results using a single, large organization with responses from over 3,000 employees and a longitudinal design.

Study 1 Method

Participants and Procedure

We collected four different samples of employees (total N = 1468): employees from a variety of occupations via a snowball sample methodology (N = 118), employees from a variety of occupations via Qualtrics survey panel (N = 456), employed primary and secondary school teachers (N = 169), and employees from a variety of occupations via MTurk (N = 725). Table 1 has the demographics for each sample, as well as the demographics for the organization used in Study 2. For each sample, participants were excluded for failing to answer attention checks correctly, incomplete data, and/or not paying attention to scale directions, resulting in a final overall N for Study 1 of 1329 (broken down by sample: 96, 412, 123, 698). All participants filled out an informed consent and were paid a nominal sum for their participation. Due to length and cost restrictions, employees collected through the Qualtrics survey panel (Sample 2) only filled out the measure of authentic self-expression and one of the outcome variables (job affective well-being). Participants from the other three samples (N = 917) filled out the measure of authentic self-expression and all four outcome variables listed below. We feel these sample sizes (N = 1329, N = 917) are appropriate for analyses as they are large enough to detect even small effects.

Table 1

Demographics for All Samples

	Study 1				Study 2
	Snowball (Sample 1)	Qualtrics (Sample 2)	Teacher (Sample 3)	Mturk (Sample 4)	Tech Org
Original # of participants	118	456	169	725	5272
# of participants after cleaning	96	412	123	698	4606
# of participants who completed both time points (Study 2 only)	--	--	--	--	3332
Age Range (M)[*]	18-70 (41.82)	19-70 (40.96)	22-68 (39.92)	19-70 (36.99)	--
Gender					
Males	52 (54.17%)	136 (33.09%)	25 (20.49%)	306 (44.16%)	2288 (69.69%)
Females	44 (45.83%)	275 (66.91%)	97 (79.51%)	387 (55.84%)	995 (30.31%)
Race/Ethnicity[*]					
Non-Hispanic White	67 (69.79%)	306 (74.27%)	75 (60.98%)	540 (77.36%)	1629 (48.89%)
American Indian/ Alaskan Native	0	6 (1.46%)	0	4 (0.57%)	
Black	13 (13.54%)	36 (8.74%)	31 (25.20%)	53 (7.59%)	
East Asian	5 (5.21%)	2 (0.49%)	3 (2.44%)	33 (4.73%)	US, Non-White: 737 (22.11%)
Hispanic/Latino	3 (3.13%)	35 (8.50%)	3 (2.44%)	31 (4.44%)	
South Asian/Indian	3 (3.13%)	3 (0.73%)	1 (0.81%)	8 (1.15%)	
Middle Eastern	3 (3.13%)	0	1 (0.81%)	1 (0.14%)	
Multi-racial	1 (1.04%)	12 (2.91%)	5 (4.07%)	20 (2.87%)	
Native Hawaiian/ Pacific Islander	0	1 (0.24%)	3 (2.44%)	2 (0.29%)	
Other/ Not Provided	1 (1.04%)	10 (2.43%)	0	6 (0.86%)	3 (0.09%)
Non-US	0	0	0	0	963 (28.90%)
Job Type					
Education	16 (16.67%)	57 (13.83%)	123 (100%)	107 (15.33%)	0
Food & Beverage/ Restaurant	4 (4.17%)	17 (4.13%)	0	19 (2.72%)	0
Finance	2 (2.08%)	20 (4.85%)	0	57 (8.17%)	0
Health Care/ Medical	13 (13.54%)	54 (13.11%)	0	94 (13.47%)	0
Manufacturing	2 (2.08%)	29 (7.04%)	0	54 (7.74%)	0
Real Estate	1 (1.04%)	7 (1.70%)	0	15 (2.15%)	0
Retail	5 (5.21%)	41 (9.95%)	0	59 (8.45%)	0
Technology	15 (15.63%)	26 (6.31%)	0	82 (11.75%)	3332

Table 1, cont.					(100%)
Transportation/ Utilities	4 (4.17%)	12 (2.91%)	0	29 (4.15%)	0
Other Services	3 (3.13%)	37 (8.98%)	0	123 (17.62%)	0
Military	2 (2.08%)	2 (0.49%)	0	9 (1.29%)	0
Other	29 (30.21%)	110 (26.70%)	0	123 (17.62%)	0

Table Note. *Our technology sample did not provide detailed information for certain demographic items (age, race/ethnicity) and unlike the other samples, included non-U.S. participants.

Measures

Authentic Self-Expression. The authors created a scale to measure authentic self-expression of individual, work-related role, and collective self aspects (see supplemental materials for scale validation information). Specifically, this scale asked participants to list three of their most important identities: an individual identity (i.e., a trait, value, or opinion), a work-related role identity (i.e., a role that you take on at work), and a collective membership identity (i.e., a group to which you belong and with which you identify). We asked them to list the most important so that 1) we were asking them about aspects of self that were actually salient to them and 2) we were not giving them the difficult (if not impossible) task of mentally averaging their experiences of authenticity with all of their self-aspects at each level, some of which might have very different experiences of authenticity at work (e.g., one might be authentic in terms of their religion at work but not in terms of their race). Figure 1 provides actual examples of the types of identities provided by participants in our samples.
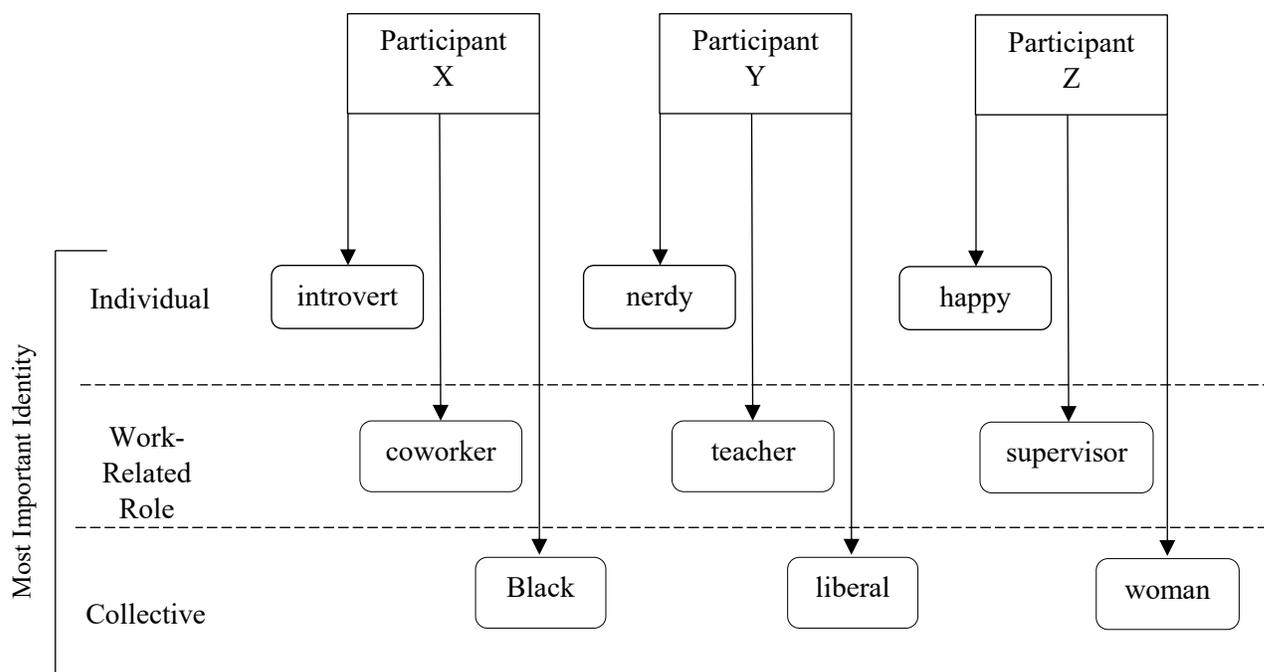
Figure 1. Examples of Identities Provided by Actual Participants

Participants responded to items created specifically to measure their authentic expression of their chosen individual identity (e.g., At work, I openly share this aspect of myself with others.), work-related role identity (e.g., My behavior as a _____ reflects who I truly am.), and collective membership identity (e.g., At work, I discuss things related to my identity as a _____ with others). We labeled these three subscales *individual, work-related role,* and *collective authenticity,* respectively. Subscales were found to be empirically distinguishable from one another (see supplemental materials for confirmatory factor analysis results) and were found to be internally reliable (individual $\alpha = .79$, work-related role $\alpha = .89$, collective $\alpha = .78$). Table 2 shows the types of identities that were listed for each sample.

Well-being Outcomes. All four samples included a 14-item measure of job affective well-being (Fox, Spector, & Kelloway, 2000; $\alpha=.91$). This scale listed various emotions (such as

"angry") that may be experienced in the workplace and asked participants to indicate the amount

of time they felt each emotion in the workplace in the past 30 days on a scale of 1 (Never)

through 5 (Extremely often). Samples 1, 3, and 4 included a three-item measure of job

satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1983; α=.93). Items were on a scale of 1

(Strongly disagree) through 5 (Strongly agree) and included items such as "In general, I like

working in my job".

Withdrawal Outcomes. Participants in all but Sample 2 responded to a 10-item scale

pertaining to their counter-productive work behaviors (Fox, Spector, & Miles, 2001; α=.80),

which asked participants to indicate the amount they engaged in a certain counter-productive

behavior (e.g., "stayed home from work and said you were sick when you weren't") on a scale of

1 (Never) through 5 (Everyday) at their current work place. Participants in all but Sample 2 also

responded a three-item turnover intentions scale (Cammann et al., 1983; α=.90). Items were on a

scale of 1 (Strongly disagree) through 5 (Strongly agree) and included items such as "I often

think about quitting".

<center>Results</center>

To examine the relationships between authenticity and job affective well-being, we

combined all four of our samples (N = 1329) and conducted a hierarchical linear model with

employees nested within their respective samples. To examine the relationships between

authenticity and all other outcomes (job satisfaction, counterproductive work behaviors, turnover

intentions), we combined the three samples (N = 917) that collected those measures and also

utilized hierarchical linear modeling to account for nesting. The ICC1 values for well-being

(.27), satisfaction (.09), and turnover intentions (.11) all indicate that there is a sufficient nesting

effect to necessitate a multi-level design (Lee, 2000). The ICC1 for counterproductive behaviors

Table 2

Frequencies of Identities Listed by Participants

		Study 1								Study 2	
		Snowball Sample		Qualtrics Sample		Teacher Sample		Mturk Sample		Tech Industry Sample	
Identity Category	Example	#	%	#	%	#	%	#	%	#	%
Collective											
Demographic group	*African American, Gay, Middle Class*	35	36.5	212	51.46	57	46.34	332	47.56	1119	24.29
Familial identity group	*Mother, Parent*	11	11.46	30	7.28	3	2.44	76	10.89	492	10.68
Hobby/interest group	*Tech Lover, Runner*	4	4.17	16	3.88	1	0.81	48	6.88	576	12.51
Ideological group	*Republican, Jewish*	20	20.83	79	19.17	29	23.58	155	22.21	609	13.22
	Professional, Software							37	5.30		
Occupational group	*Engineer*	14	14.58	20	4.85	13	10.57			710	15.41
	Gay Liberal, Asian							5	0.72		
Intersectional	*Woman*	8	8.33	43	10.44	16	13.01			837	18.17
Other	*Aries, Bipolar*	4	4.17	8	1.94	2	1.63	45	6.45	262	5.69
Work-related role											
Leader role	*Leader, Supervisor*	25	26.04	101	24.51	17	13.82	147	21.06	862	18.71
Mentor role	*Mentor*	4	4.17	3	0.73	1	0.81	8	1.15	179	3.89
Emotional support role	*Friend, Trusted Confidant*	2	2.08	0	0.0	1	0.81	25	3.58	73	1.58
Skill based role	*Expert, Influencer*	1	1.04	6	1.46	3	2.44	34	4.87	277	6.01
Specific job role	*Engineer, Sales Analyst*	8	8.33	94	22.82	23	18.70	115	16.48	514	11.16
Team player/peer role	*Team Member, Coworker*	53	55.21	198	48.06	73	59.35	358	51.29	2373	51.52
Multiple	*Coworker & Mentor*	1	1.04	0	0.0	3	2.44	4	0.57	284	6.17
Other	*Citizen*	2	2.08	10	2.43	2	1.63	7	1.00	43	0.93

Individual

Table 2, cont.

Values/beliefs/opinions	*Liberal, Rationalist*	13	13.54	34	8.25	6	4.88	67	9.60	212	4.60
Personality/trait	*Extraverted, Caring*	80	83.33	344	83.50	111	90.24	606	86.82	4327	93.64
Other	*Inspirer, Tech enthusiast*	3	3.13	15	3.64	6	4.88	25	3.58	66	1.43

was less than .01, indicating there was no significant nesting effect and multilevel analyses are not necessary.

To examine H1a and H1b we first ran two hierarchical linear models in which the outcome was well-being and the predictors were work-related role authenticity and collective authenticity, respectively. We then ran two HLMs with job satisfaction as the outcome variable and work-related role authenticity and collective authenticity as separate predictors. For both types of authenticity, we assessed effect size by calculating the proportional reduction in variance, or *PRV,* which provides an estimate of the variance in the outcome variable explained by the set of independent variables in the model (i.e., analogous to R^2, Peugh, 2010; Raudenbush & Bryk, 2002; Singer & Willett, 2003). As seen in Table 3, work-related role and collective authenticity both positively predicted well-being (b = .30 p < .001, 95 % CI [.26, .35], *PRV* = .06; b = .14 p < .001, 95 % CI [.10, .17], *PRV* = .02; respectively) and both positively predicted job satisfaction (b = .46 p < .001, 95 % CI [.38, .53], *PRV* = .07; b = .21 p < .001, 95 % CI [.14, .28], *PRV* = .02; respectively). H1a and H1b were supported.

We then tested if work-related role and collective authenticity predict well-being and job satisfaction above and beyond individual authenticity (H3a and H3b), by first running HLMs predicting both outcomes with individual authenticity entered as a predictor. Then, we added work-related role and collective authenticity to those models and examined the variance explained

as well as the coefficients. Results (see Table 3) indicate that both work-related role and collective authenticity predict well-being ($b = .25$ $p <.001$, 95 % CI [.20, .29], $PRV = .04$; $b = .08$, $p < .001$, 95 % CI [.05, .12], $PRV = .01$; respectively) and job satisfaction ($b = .37$, $p <.001$, 95 % CI [.29, .45], $PRV = .04$; $b = .14$, $p < .001$, 95 % CI [.07, .21], $PRV = .01$; respectively) above and beyond individual authenticity, with the addition of work-related role authenticity adding a larger amount of explained variance to both well-being and job satisfaction outcomes than does the addition of collective authenticity. H3a and H3b are supported.

To test H2a-2b and H4a-4b, we conducted similar HLM analyses with turnover intentions as the outcome (see Table 3). As there was no evidence for a nesting effect for counterproductive work behaviors, we tested hypotheses for this independent variable using stepwise linear regression. We found that work-related role authenticity and collective authenticity related negatively to turnover intentions ($b = -.34$, $p <.001$, 95 % CI [-.43, -.24], $PRV = .03$; $b = -.15$, $p < .001$, 95 % CI [-.24, -.07], $PRV = .01$; respectively), but only work-related role identity negatively related to counterproductive work behaviors ($b = -.14$, $p < .001$, 95 % CI [-.18, -.11], $R^2 = .06$). H2a was supported and H2b was partially supported.   Comparing HLM models with work-related role authenticity and collective authenticity to models with only individual authenticity included (see Table 3), we found that work-related role authenticity predicted counterproductive work behaviors and turnover intentions above and beyond individual authenticity ($b = -.12$, $p < .001$, 95 % CI [-.16, -.08], $\Delta R^2 = .03$; $b = -.24$, $p <.001$, 95 % CI [-.35, -.14], $PRV = .01$; respectively). Collective authenticity did not predict CWBs above and beyond individual authenticity but did predict turnover intentions above and beyond individual authenticity, although with no detectable reduction in the proportion of variance explained in the dependent variable ($b = -.08$, $p = .046$, 95 % CI [-.17, .00], $PRV = .00$). H4a was supported and

H4b was not supported.

Study 2 Method

Participants and Procedure

5272 employees from a large, multinational technology organization filled out authentic self-expression and outcome measures as part of longer routine employee surveys. Table 1 includes the demographics for this sample. After excluding participants who provided extensively incomplete data and/or carelessly responded to items, the sample size was reduced to 4606 employees. Further, we analyzed relationships between authentic self-expression taken in one survey to outcome measures reported in a survey approximately 9 months later, excluding participants who did not take both surveys. Our final sample for analyses was 3332 employees. We feel this sample size is appropriate to test our hypotheses as it is large enough to detect even small effects.

Measures

Authentic Self-Expression. The same scales were used as Study to measure individual (α = .73), work-related role (α = .89), and collective authentic expression (α = .81).

Well-being Outcomes. Participants filled out two single-item measures (ranging from 1 = strongly disagree to 5 = strongly agree) that assessed well-being (Overall, I'm satisfied with my emotional well-being") and job satisfaction (Overall, I am satisfied with my job.).

Withdrawal Outcomes. Participants filled out a single-item measure (ranging from 1 = strongly disagree to 5 = strongly agree) of retention intentions (I plan to be working at [this company] one year from now), in which endorsing the item indicated lower reported withdrawal.

Table 3

Relationships between Authenticity and Job-Related Outcomes, Study 1

Authenticity Model	JAWB			JS			TI			CWB		
	Coefficient	p	PRV	Coefficient	p	PRV	Coefficient	p	PRV	Coefficient	p	ΔR^2
1. Individual	.22	< .001	.04	.32	< .001	.04	-.31	< .001	.03	-.10	< .001	.03
2. Work-related role	.30	< .001	.06	.46	< .001	.07	-.34	< .001	.03	-.14	< .001	.06
3. Collective	.14	< .001	.02	.21	< .001	.02	-.15	< .001	.01	-.02	.191	.00
4. Individual	.12	< .001		.17	< .001		-.21	< .001		-.05	< .001	
Work-related role	.25	< .001	.04	.37	< .001	.04	-.24	< .001	.01	-.12	< .001	.03
5. Individual	.19	< .001		.28	< .001		-.28	< .001		-.10	< .001	
Collective	.08	< .001	.01	.14	< .001	.01	-.08	.046	.00	.00	.875	.00
6. Individual	.11	< .001	.08	.16	< .001	.08	-.20	< .001	.04	-.05	.004	.07
Work-related role	.24	< .001		.35	< .001		-.23	< .001		-.13	< .001	
Collective	.05	.011		.09	.010		-.05	.255		.02	.188	

Table Note. JAWB = job affective well-being, JS = job satisfaction, TI = turnover intentions, CWB = counter-productive work behaviors. PRV = proportion reduction in variance compared to null model (for Models 1 – 3; Model 6) or compared to individual authenticity main effect model (for Models 4 and 5). ΔR^2= change in variance compared to null model (for Models 1 - 3) or compared to individual authenticity main effect model (for Models 4 and 5).

Study 2 Results

To examine H1a and H1b we first ran two regression models in which the outcome was well-being and the predictors were work-related role authenticity and collective authenticity, respectively. We then ran two linear regressions with job satisfaction as the outcome variable and work-related role authenticity and collective authenticity as separate predictors. Results (see Table 4) indicate that work-related role and collective authenticity both positively predicted well-being ($b = .33$, $p < .001$, 95 % CI [.27, .39], $\Delta R^2 = .05$; $b = .15$, $p < .001$, 95 % CI [.11, .19], $\Delta R^2 = .02$; respectively) and both positively predicted job satisfaction ($b = .27$, $p < .001$, 95 % CI [.23, .31], $\Delta R^2 = .03$; $b = .10$, $p < .001$, 95 % CI [.06, .14], $\Delta R^2 = .01$; respectively) H1a and H1b were supported.

We then tested if work-related role and collective authenticity predict well-being and job satisfaction above and beyond individual authenticity (H3a and H3b). Results (see Table 4) indicate that adding work-related role authenticity increased the explained variance in job-affective well-being ($b = .24$, $p < .001$, 95 % CI [.18, .30], $\Delta R^2 = .03$) and job satisfaction ($b = .21$, $p < .001$, 95 % CI [.15, .27], $\Delta R^2 = .02$) and predicted these outcomes while controlling for individual authenticity. Adding collective authenticity to a model with individual authenticity provided smaller increases in explained variance in well-being ($b = .10$, $p < .001$, 95 % CI [.06, .14], $\Delta R^2 = .01$) and job satisfaction ($b = .06$, $p = .004$, 95 % CI [.02, .10], $\Delta R^2 = .01$) than did work-related role authenticity. However, collective authenticity did positively predict these outcomes controlling for individual authenticity. Overall, H3a and H3b are supported.

To test H2a-2b and H4a-4b, we regressed retention intentions on authentic self-expression variables (see Table 4). Results indicated that work-related role authenticity

Table 4

Relationships between Authenticity and Job-Related Outcomes, Study 2

Authenticity Model	JAWB			JS			RI		
	Coefficient	P	ΔR^2	Coefficient	p	ΔR^2	Coefficient	p	ΔR^2
1. Individual	.32	< .001	.05	.25	< .001	.03	.17	< .001	.02
2. Work-related role	.33	< .001	.05	.27	< .001	.03	.20	< .001	.02
3. Collective	.15	< .001	.02	.10	< .001	.01	.07	< .001	.00
4. Individual	.24	< .001	.03	.17	< .001	.02	.11	< .001	.01
Work-related role	.24	< .001		.21	< .001		.16	< .001	
5. Individual	.30	< .001	.01	.23	< .001	.01	.16	< .001	.00
Collective	.10	< .001		.06	.004		.05	< .001	
6. Individual	.23	< .001	.08	.16	< .001	.05	.11	< .001	.02
Work-related role	.22	< .001		.21	< .001		.16	< .001	
Collective	.07	< .001		.03	.093		.03	.203	

Table Note. JAWB = job affective well-being, JS = job satisfaction, RI = retention intentions, ΔR^2 = change in variance compared to null

model (Models 1 – 3; Model 6) or individual authenticity main effect model (Models 4 and 5).

positively predicted retention intentions on its own ($b = .20$, $p < .001$, 95 % CI [.24, .26], $\Delta R^2 =$ .02), and when controlling for individual authenticity ($b = .16$, $p < .001$, 95 % CI [.10, .22], $\Delta R^2 = .01$). Collective authenticity also positively predicted retention intentions on its own ($b = .07$, $p < .001$, 95 % CI [.03, .11], $\Delta R^2 = .00$) and when controlling for individual authenticity ($b = .05$, $p < .001$, 95 % CI [.01, .09], $\Delta R^2 = .00$), although the increase in explained variance was negligible in both cases. As such, these hypotheses were supported, though again tentatively for collective authenticity.

Additional Analyses. Although not hypothesized, the company-wide survey from which our data was taken also included other measures of well-being (or lack of well-being) that were not specific to work: life satisfaction (one-item measure), feelings of general belongingness (7 items, $\alpha = .89$), and stress (4 items, $\alpha = .74$). As shown in Table 5, work-related role authenticity positively predicted life satisfaction, general belongingness and stress when controlling for individual authenticity ($b = .20$, $p < .001$, 95 % CI [.16, .24], $\Delta R^2 = .01$; $b = .25$, $p < .001$, 95 % CI [.21, .29], $\Delta R^2 = .05$; $b = -.12$, $p < .001$, 95 % CI [-.16, -.08], $\Delta R^2 = .01$; respectively). Collective authenticity also positively predicted life satisfaction, general belongingness, and stress when controlling for individual authenticity ($b = .09$, $p < .001$, 95 % CI [.05, .13], $\Delta R^2 = .00$; $b = .11$, $p < .001$, 95 % CI [.07, .15], $\Delta R^2 = .02$; $b = -.05$, $p = .001$, 95 % CI [-.07, -.03], $\Delta R^2 = .00$; respectively), with increases in explained variance smaller than those for work-related role authenticity for all variables.

Discussion

Research on authentic expression has focused on the enactment of true-felt individual-level self-aspects, such as opinions, values, and beliefs, but typically has not incorporated role-related and collective aspects of self that might also be relevant to well-being and withdrawal

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Table 5

Relationships between Authenticity and Non-Job-Related Outcomes, Study 2

Authenticity Model	Life Satisfaction			General Belongingness			Stress		
	Coefficient	p	ΔR^2	Coefficient	p	ΔR^2	Coefficient	p	ΔR^2
1. Individual	.28	< .001	.04	.33	< .001	.10	-.24	< .001	.06
2. Work-related role	.28	< .001	.03	.35	< .001	.10	-.20	< .001	.03
3. Collective	.13	< .001	.01	.17	< .001	.04	-.09	< .001	.01
4. Individual	.22	< .001	.01	.25	< .001	.05	-.20	< .001	.01
Work-related role	.20	< .001		.25	< .001		-.12	< .001	
5. Individual	.26	< .001	.00	.30	< .001	.02	-.22	< .001	.00
Collective	.09	< .001		.11	< .001		-.05	< .001	
6. Individual	.21	< .001	.06	.23	< .001	.15	-.19	< .001	.07
Work-related role	.18	< .001		.24	< .001		-.11	< .001	
Collective	.07	= .001		.08	< .001		-.04	.009	

Table Note. ΔR^2= change in variance compared to null model (Models 1 – 3; Model 6) or individual authenticity main effect model

(Models 4 and 5).

outcomes. The main aim of the authors was to examine the extent to which other types of authentic expression, namely authentic expression of work roles and authentic expression of collective group memberships, predict workplace well-being and withdrawal. Results across two studies with more than 4,500 employees suggest that there is more to authentic expression at work than just the expression of individual traits, values, and opinions. Specifically, employees reported greater well-being outcomes when they reported enacting their work roles (e.g., team member, supervisor) in a true-felt way and when they reported authentically expressing their collective memberships (e.g., Black, Jewish) in the workplace. These relationships remained when controlling for the authentic expression of individual self-aspects (e.g., outgoing, kind). In particular, being able to enact one's work role in a way that feels authentic to them explained more variance in well-being dependent variables than did the expression of collective group memberships.

When examining work withdrawal outcomes (turnover intentions, counterproductive work behaviors), we found the same pattern as with well-being outcomes, in that work-related role authenticity explained more variance in outcome variables than did collective authenticity. Of note however, collective authenticity did not predict withdrawal outcomes above and beyond individual authenticity in Study 1 and explained a negligible amount of variance (although the coefficient for retention intentions was still significant) in Study 2. Overall, results suggest that conceptualizing and measuring workplace authenticity solely as the authentic expression of an individual's unique traits, opinions, and values will miss other aspects of authentic expression that affect both employee well-being and withdrawal, particularly how authentically an employee feels he/she can enact his/her work roles. Further, follow-up exploratory analyses (see Model 6, Tables 3 and 4) found that including all three authenticity variables together in the same model

explained 8 % of the variance in well-being in Studies 1 and 2, 8% of the variance in job

satisfaction in Study 1, 5% of the variance in job satisfaction in Study 2, 7% of the variance in

CWBs (Study 1 only), 4 % of the variance in turnover for Study 1, and 2 % of the variance in

retention intentions in Study 2. To put these effect sizes into context, a recent large-scale study

analyzing 150,000 effect size estimates in organizational research found that when predicting

work-related attitudes, explaining between approximately 3 and 15% of the variance would

constitute a medium or moderate effect size (Bosco, Aguinis, Singh, Field, & Pierce, 2015),

suggesting a practically significant effect of these three levels of authenticity in the context of

work-related outcomes, particularly for well-being outcomes.

Compared to collective authenticity, work-related role authenticity consistently explained

larger amounts variance across outcomes in both studies. What can explain the apparent relative

importance of role-related authenticity compared to collective authenticity? One potential

explanation is that the roles we enact are situationally-defined, meaning that we are a

"supervisor" or "coworker" at work, but likely do not take that identity home or with friends. As

such, there is typically no other outlet for authentically enacting a work role besides at work. In

contrast, an individual inauthentically represent a collective identity at work, but still

authentically represent that identity in their non-work lives, potentially serving as an outlet and a

buffer against the negative impacts of inauthenticity. If you are not able to be the type of

supervisor that feels authentic to you at work that is likely the only context where you can

express your role of supervisor. The context-dependency of many roles limits where one can

engage in authentic expression and might explain why authentic self-expression related to one's

work role identity tended to be more predictive of outcomes. Further, work role identities are

likely particularly salient and activated while at work, making constraints on authentic

expression of those identities potentially the most influential on work-related outcomes.

Another potential explanation is that work-related roles are specifically associated with work-related outcomes. Our additional analyses in Study 2, however, show that work-related role authentic self-expression also predicts non-work-related outcomes above and beyond individual self-expression, and to a greater degree than did collective authentic self-expression. Future research comparing work and non-work role authenticity and how they comparatively relate to work and non-work outcomes will elucidate the relationship between role-related authenticity and well-being/withdrawal further.

These explanations, however, do not explain why collective authenticity was also less predictive than individual authenticity across both studies and all outcomes. Beyond the potential for outside outlets of collective expression, it may also depend on the perceived stigmatization of the identity, which is something we did not measure in this study. Being inauthentic due to fear of stigmatization of a demographic identity (e.g., Black, Muslim) may be more harmful than being inauthentic because one just feels the identity is not relevant to the workplace (e.g., gamer, runner). Future research should examine motivations for being inauthentic for key identities at all three levels of self. It is also important to note that although collective authenticity was the least predictive of well-being and withdrawal outcomes, it did relate significantly to employee well-being in both studies, even controlling for the other two types of authenticity. Our findings do not suggest that there is no value to collective authenticity, but rather that there is relatively more value to work-related role authenticity in predicting these specific work-related well-being and withdrawal outcomes.

There are potential limitations to these studies worth noting. For one, our three sub-constructs of authentic self-expression did not contain identical items, presenting a potential

confound between the specific types of items asked and the level of identity. Specifically, collective and individual measures included some items about directly sharing one's identity with others (e.g., being gay, being introverted), which were not included in the work-related role items. As work roles are often assigned, we did not think it made sense to add in items about openly sharing one's work role with others. To see if these confound may have affected results, we conducted a confirmatory factor analysis which split items that focused on sharing one's identity from the other items. We found that this factor structure did not fit the data well and we are confident that our three sub-constructs represent the most conceptually- and statistically-sound structure for our measure.

Second, it is possible that the relationships found between authentic self-expression and outcomes also reflect fit with environment and felt comfort with disclosing in that environment. Although we argue that individuals might choose to be authentic for reasons other than contextual considerations (e.g., personal fulfillment), fit in particular has been proffered as an antecedent to feelings of authenticity (Schmader & Sedikides, 2017). Future research explicitly measuring fit will be able to better parse apart the extent to which different types of authentic self-expression are driven by environmental fit.

Lastly, we allowed participants to list their most important individual, work-related, and collective identities, leaving open the possibility that individuals differ to the extent that their individual, role-related, and collective identities overlap psychologically (Roccas & Brewer, 2002). Future research could leverage theory that depicts different levels of self as constantly interacting and changing one another (Deaux & Perkins, 2001) by measuring perceived overlap in the chosen identities and examining the extent to which those with overlapping identities report more similar degrees of authentic self-expression across identities.

Our research suggests that there are benefits associated with the authentic expression of collective group memberships and particularly the authentic expression of one's context-specific roles. Supported by our findings, we suggest that being authentic is more than being able to express your unique personality traits and values—it also includes being the type of coworker, supervisor, or other work role that feels true to you and being able to express your collective identities to others at work.

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