

## The Relation between Authenticity at Work and Job Satisfaction

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**Abstract :** Authenticity, being true to oneself and acting in congruence with one's values and beliefs, is a basic human strength, and is instrumental to understanding well-being. While dispositional authenticity was found to be associated with positive affect and subjective well-being, others have demonstrated that individuals assumed different levels of authenticity when they took up different social roles, suggesting that state authenticity can be an alternative mechanism. This study examined the relation between workplace authenticity and job satisfaction. We hypothesize that state authenticity at work will be predicted by psychological safety climate (organizational climate where employees feel safe to speak up without being embarrassed or rejected). Employees are expected to experience higher subjective well-being and job satisfaction as a result of being authentic at work. Survey results provided support to the hypotheses. Psychological safety climate enhanced employees' authenticity state at work, which in turn improved well-being and job satisfaction. In conclusion, we found that employees become more authentic at work in an organizational climate where they feel safe to express themselves, leading to a higher job satisfaction and well-being. The current study contributes to the understanding of underlying mechanisms behind experiencing authenticity at work among employees in Hong Kong. Our findings are expected to provide insights and to raise organizations' awareness of creating an open and trustful culture in order to enhance job satisfaction of employees through encouraging them to "be themselves".

**Keywords :** authenticity, job satisfaction, psychological safety climate, organizational climate

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