

Implications of Authenticity & Self-Monitoring for In-role Job Performance and Income

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This study clarifies on the outcomes of authenticity. The study investigated the association among authenticity, self-monitoring, in-role job performance, and employee income. The authors have used the sequential explanatory research approach to test the hypothesis and explain the results. In the first phase of the study, quantitative data for this study was collected from 162 respondents working in different organizations using established scales to measure the research constructs. Subsequently, qualitative data from seventeen respondents (from the same sample pool) was collected to explain the findings. The study reveals a negative association between authenticity and self-monitoring. The findings suggest that authenticity is positively associated with in-role job performance and income. It may be worthwhile for organizations to design and implement socialization strategies or intervention efforts that promote authenticity.

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Introduction

Authenticity and self-monitoring constructs have been well grounded in the existing literature and a few recent studies assert that both the constructs imply two opposite sides of a continuum (Kohler, et al., 2022; Pillow et al., 2017). Authenticity refers to being true to oneself and acting in accordance with one's beliefs and values, no matter how incongruent self-expression or behavior may be with the requirements of social situations (Deci & Ryan, 1985; Rogers, 1961). Researchers argue that authenticity is beyond consistency in personality as it also includes conformity to the social category to which it has been assigned to and being connected to the person or place as claimed (Lehman et al., 2019). Self-monitoring, on the other hand, is concerned with a tendency to modify one's behavior to fit the demands of the

situation. High self-monitors are social pragmatists who are chameleon-like in adjusting the public expression of their attitudes and behavior to fit with the expectations of others (Day & Schleicher, 2006). Along with presenting favorably to others, Briggs and Cheek (1998) have added another dimension to self-monitoring which is other-directedness, meaning motivation to take approval from others. Those low on self-monitoring value consistency, perceive themselves as principled, and are driven to be true to themselves, or authentic, across situations (Bedeian & Day, 2004; Gangestad & Snyder, 2000; Ickes et al., 2006).

Prior research has widely investigated the association of both authenticity as well as self-monitoring with a variety of individual and organizational outcomes. Extant literature suggests that individuals high on authenticity are more engaged in their work, show high job performance, career satisfaction, proactive behavior, job satisfaction, life satisfaction, and well-being, and exhibit low turnover intentions than individuals low on authenticity (Boyraz et al., 2014; Grégoire et al., 2014; Matsuo, 2020; Metin et al., 2016; Ogruk & Anderson, 2018; Rathi & Lee, 2021; van den Bosch & Taris, 2014; Wood et al., 2008). On the other hand, research has established the benefits of being a social chameleon or high on self-monitoring. Previous research has demonstrated that high self-monitors are more involved in their jobs, have higher levels of cognitive ability, have larger social networks, perform at a higher level, are high on emotional in-

telligence, are rated as better managers, achieve more cross-company promotions, and are more likely to emerge as leaders than low self-monitors (Bizzi & Soda, 2011; Day et al., 2002; Day & Schleicher, 2006; Kilduff & Day, 1994; Mehra et al., 2001; Sasovova et al., 2010).

Above-discussed theoretical perspectives and research findings highlight the benefits of high authenticity as well as self-monitoring. There remain three questions that are unanswered: Firstly, the assumption that individuals with high self-monitoring tendencies (i.e. social chameleons) lack authenticity and vice-versa is not empirically examined. Second and more importantly, there is no consensus amongst researchers on whether it is good to be authentic or one should be a social chameleon i.e., change his or her behavior to suit the demands of the situation. Third, neither of these constructs has been investigated so far with respect to an individual's in-role job performance and the financial benefits she or he attains while exhibiting these constructs.

To annul these gaps in the literature and to better understand the implications of authenticity and self-monitoring, the current study investigated the association of authenticity and self-monitoring with in-role job performance and individual income. In-role job performance measures the subjective performance of an individual and individual income has been considered to measure the objective financial benefits attained by the respondents of the study.

Authenticity & Self-Monitoring

Authenticity refers to being true to oneself. Authenticity is the extent to which people's behavior is congruent with their beliefs, values, motives, and personal characteristics (Jongman-Sereno & Leary, 2020; Rogers, 1961). Kernis and Goldman (2006: 294) defined authenticity as "the unimpeded operation of one's core or true self in one's daily enterprise". Kernis and Goldman (2006) have advanced a multicomponent model of authenticity. They proposed four components of authenticity, namely awareness, unbiased processing, behavior, and relational orientation. Another model of authenticity proposed by Barrett-Lennard (1998) suggests that authenticity involves congruence among three components of psychological functioning: internal experience, awareness of experience, and external behavior. Barrett-Lennard (1998) postulated that the more people are aware of their inner experiences and then behave in ways that are congruent with those experiences, the more authentic they are. Further, they suggested that people may have a sense of authenticity when their internal experience and behavior are not influenced by the outside world and other people's expectations.

Authenticity involves congruence among three components of psychological functioning: internal experience, awareness of experience, and external behavior.

Deriving from Barret-Lennard's (1998) work, Wood et al. (2008) pro-

posed a widely popular tripartite construct of authenticity, which is rooted in Rogers' person-centered psychology. Wood and his colleagues (2008) refer to authenticity as a trait-like tendency to exhibit congruence between one's behavior, internal states, and deeply held values and beliefs. The three dimensions of authenticity proposed by Wood et al. (2008) are self-alienation, authentic living, and accepting external influence. Self-alienation is the subjective experience of not knowing who one is or feeling out of touch with one's true self (Wood et al., 2008). The second dimension of authenticity, authentic living, involves behaving and expressing emotions in such a way that is consistent with the conscious awareness of physiological states, emotions, beliefs, and cognitions. Finally, accepting external influence involves the extent to which one accepts the influence of other people and the belief that one has to conform to the expectations of others (Wood et al., 2008).

Self monitoring, another major construct investigated in the study, refers to an individual's observation, regulation and control of his or her expressive behavior and self-presentation to suit to social or situational cues (Snyder, 1974; Snyder & Gangestad, 1986). Self-monitoring represents one's willingness and proficiency in altering his or her social image as per the demands of the situation. Kudret et al. (2019) stated that self-monitoring is concerned with behaving in line with social role expectations of others. High self-monitors are social pragmatists who are willing and adept in adjusting the public expression of their attitudes and behav-

ior to fit with the expectations of others (Day & Schleicher, 2006; Gangestad & Snyder, 2000). A number of scholars called individuals high on self-monitoring as social chameleons (Bedeian & Day, 2004; Kilduff & Day, 1994), who craft their self-presentations to fit the requirements of the situation and context (Snyder, 1974).

Expressive behavior of low self-monitors is assumed to be rooted in their motivation to authentically reflect their inner selves, emotions, and dispositions across situations.

Low self-monitors, on the other hand, are characterized as those who exhibit their authentic, true selves regardless of the context. Low self-monitors appear to be both less willing and less able to project impressions that are different from their privately experienced self. Low self-monitors tend to be true to themselves and display more consistent behavior across various social contexts; they value congruence between who they are and what they do, regardless of situational demands (Day et al., 2002). Expressive behavior of low self-monitors is assumed to be rooted in their motivation to authentically reflect their inner selves, emotions, and dispositions across situations (Gangestad & Snyder, 2000). In sum, it may be stated that low self-monitors tend to exhibit greater stability over time among attitudes, intentions, and behavior, whereas high self-monitors exhibit greater behavioral variability and unpredictability over time (Gangestad

and Snyder, 2000; Harrison and Price, 2003). The following section discusses the significant outcomes related to authenticity as well as self-monitoring.

Authenticity, Self-Monitoring & Organizational Outcomes

Though prior research has widely investigated the association of authenticity and self-monitoring with various individual and organizational outcomes, almost all studies have investigated the association of only one construct – either authenticity or self-monitoring – at a time with outcome variables, without simultaneously exploring the relationship of these two constructs with outcome variables. Conceptualizations and operationalizations of the constructs of authenticity and self-monitoring reveal that they may be related to each other. Moreover, existing research indicates that high self-monitoring individuals are considered social chameleons, hence it may be implied that they lack authenticity. However, a direct examination of the relationship between authenticity and self-monitoring remains scant. Hence, this research examined the relationship between authenticity and self-monitoring.

Authenticity is concerned with the congruency between peoples' beliefs, values, motives, and personal characteristics and their expression and behavior (Jongman-Sereno & Leary, 2020; Rogers, 1961). Authentic individuals behave in accordance with their internally experienced feelings and self, no matter how incongruent self-expression or be-

havior may be with the requirements of social situations (Deci & Ryan 1985; Rogers 1961). In contrast, self monitoring is concerned with a tendency to modify one's behavior to fit the demands of the situation. High self-monitors' actions are more sensitive to situational and interpersonal cues about what is appropriate (Snyder, 1974). We argue that authenticity may be negatively related to self-monitoring. The research conducted by Pillow and colleagues (2017) has demonstrated a negative relationship between authenticity and self-monitoring. Based on these arguments, the following hypothesis is formulated:

Hypothesis 1: Authenticity is negatively related to self-monitoring.

Prior research has demonstrated that authenticity leads to positive outcomes, such as work engagement, job satisfaction, career satisfaction, in-role and extra-role performance, meaningfulness, use of effective coping strategies, self-concept clarity, career decisiveness, and satisfying relationships (Brunell et al., 2010; Grégoire et al., 2014; Kernis & Goldman, 2006; Kuntz & Abbott, 2017; Matsuo, 2020; Ogruk & Anderson, 2018; van den Bosch & Taris, 2014; White & Tracey, 2011). Scholars maintain that authentic individuals are more likely to emerge as great leaders as people want to be led by someone 'real' (Goffee & Jones, 2005). In addition, it has been observed that authentic workers are a better fit for their job and have values more congruent with their organizations than inauthentic workers (Kuntz & Abbott, 2017; van den Bosch & Taris, 2014).

The research conducted by van den Bosch and Taris (2014) shows that authenticity is positively related to work engagement, job satisfaction, and in-role performance. Sutton (2018) maintains that being authentic at work contributes to individuals' work relationships and interactions with different stakeholders, such as colleagues, customers, other staff and even managers. In addition, scholars argue that authenticity helps people to present a more light-hearted, happy, confident, and productive self and contributes to developing better and more effective relationships at work. As individuals high on authenticity have been found to exhibit higher work engagement, job satisfaction, and job performance than individuals low on authenticity, it may be argued that individuals high on authenticity may have higher income than individuals low on authenticity. Based on these arguments, the following hypotheses are formulated:

Hypothesis 2: Authenticity is positively associated with in-role job performance.

Hypothesis 3: Authenticity is positively associated with employee income.

Theoretical discussions and empirical findings presented above have highlighted the benefits of authenticity. However, research has also indicated that being a social chameleon i.e., high on self-monitoring has significant implications for individual performance and effectiveness in the workplace. Research carried out using the construct of self-monitoring suggests that high self-monitors derive a variety of benefits for them-

selves as well as for their organization. Specifically, research has indicated that self-monitoring is linked to significant job outcomes, such as high job performance, faster promotions, leadership emergence, conflict management, and a larger social network in the workplace (Bizzi & Soda, 2011; Day et al., 2002; Deeter-Schmelz & Ramsey, 2010; Mehra et al., 2001; Sosik et al., 2002). A longitudinal study by Kilduff and Day (1994) suggests that self-monitoring is positively related to internal and cross-company promotions. Day et al. (2002) concluded that high self-monitors tended to receive better performance ratings and more promotions and they are more likely to emerge as leaders compared with low self-monitors.

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Research conducted by Deeter-Schmelz and Ramsey (2010) has shown a positive association between self-monitoring and job performance of salespeople. In addition, high self-monitors have been found to have greater non-verbal decoding skills – the ability to recognize the emotional display of others – than low self-monitors (Gangestad & Snyder, 2000), which contributes to their effectiveness in the workplace. Snyder (1987) proposes that the concern for appropriateness of social behavior displayed by high self-monitors makes them interpersonally competent. Further emphasizing on the significance of self-

monitoring, Mehra and colleagues (2001) argue that in today's workplace where managerial work involves communicating with others, performing a variety of different roles, and relating to the needs of a large number of diverse people, high self-monitors may perform better than low self-monitors. Based on these arguments, the following hypotheses are formulated:

Hypothesis 4: Self-monitoring is positively associated with in-role job performance.

Hypothesis 5: Self-monitoring is positively associated with employee income.

This study undertakes a sequential explanatory research approach where quantitative data is followed by qualitative data (narratives and experiences) (Creswell, 2013) and the qualitative findings are used to contextualize and enrich the findings to generate new knowledge.

Sample

Quantitative data for the present study were collected from employees working in various organizations based in central India. Initially, several organizations were invited to participate in the study, seven of which eventually agreed. Survey questionnaires were sent to the employees, including a letter that explained the purpose of the study, and described the voluntary nature of participation and overall confidentiality of responses. A total of 285 questionnaires were sent to employees. From a total of 285, 162 completed questionnaires were returned, thus making a response rate of

around 57 percent. From the 162 respondents, 119 (73 percent) were males, while 43 (27 percent) were females. Average age of the respondents was 31.4 years (SD = 9.14). Average tenure with the organization and work experience of the respondents were 5.97 years (SD = 7.14) and 8.29 years (SD = 7.78), respectively.

Measures

Authenticity scale developed by Wood and colleagues (2008) was used to assess the level of authenticity of the respondents. This scale assesses authenticity in terms of self-alienation (e.g., I feel as if I don't know myself very well), accepting external influence (e.g., I always feel I need to do what others expect me to do), and authentic living (e.g., I always stand by what I believe in), with four items assessing each subscale (Wood et al., 2008). All items were measured using a 7-point Likert scale that ranges from 1 for "does not describe me at all" to 7 for "describes me very well." Self-alienation and accepting external influence scales were re-coded. Hence, a higher score indicates a higher degree of authenticity. The scale has good internal consistency with the alpha coefficient of .78.

Self-monitoring was assessed with the eight positively worded items in the scale developed by Snyder and Gangestad (1986). This scale assesses the extent to which an individual is able and willing to modify based on how others view him or her. Higher scores indicate higher self-monitoring. This scale includes statements such as "I may de-

ceive people by being friendly when I really dislike them." Items were measured using a 5-point Likert scale that ranges from 1 for "strongly disagree" to 5 for "strongly agree." The scale has good internal consistency with an alpha coefficient of .75.

In-role job performance was measured using Williams and Anderson's (1991) seven-item scale. An example item is: I fulfill responsibilities specified in the job description. All items were measured using a 7-point Likert scale that ranges from 1 for "strongly disagree" to 7 for "strongly agree." Due to low loading, one item (I neglect aspects of the job I am obligated to perform) was dropped from the scale. The scale has good internal consistency with an alpha coefficient of .79.

Participants' monthly *income* was measured in Indian rupees (INR). Income of the participants varied from INR 21000 to INR 124000 per month, with a mean income of INR 43000 per month.

Control variables: Participants' age, tenure with the organization, and total work experience were used as control variables. All three control variables were measured in years. .

Results from Quantitative Data

Before examining the relationships among the study variables, we first conducted confirmatory factor analysis (CFA) to determine whether the hypothesized model had a good fit for the data. Measures used in the study, namely au-

thenticity, self-monitoring and in-role job performance were subjected to CFA to evaluate the convergent and discriminant validities (Anderson & Gerbing, 1988). To establish the convergent validity of the measurement scales, composite reliability and average variance extracted (AVE) were calculated. The composite reliabilities and AVE were greater than the suggested values of .70 and .50, respectively. CFA results indicate that the measurement model consisting of the three study variables, namely authenticity, self-monitoring and in-role job performance shows a good fit to the data ($\chi^2 = 469.12$, $df = 316$, $p < .00$; CMIN/DF = 1.48; GFI = .90; CFI = .91; NFI = .89; TLI = .88; RMSEA = .05).

These results indicate that individuals high on authenticity are low on self-monitoring.

Table 1 presents the means, standard deviations, and inter-correlations of the

study variables. Fig. 1 presents the standardized parameter estimates of the structural model. Age, tenure with organization, and total work experience were used as control variables. Results of the path analysis show that research model fits the data well ($\chi^2 = 15.58$; $df = 7$, $p < .03$; CMIN/DF = 2.22; GFI = .97; CFI = .99; NFI = .98; TLI = .97; RMSEA = .08). The results reported in Fig. 1 demonstrated a negative and significant relationship between authenticity and self-monitoring ($\beta = -.19$; $p < .05$). Thus, hypothesis 1 was retained. These results indicate that individuals high on authenticity are low on self-monitoring. Further results of the study indicate that after controlling for age, tenure with the organization and total work experience, authenticity was found positively and significantly related to in-role job performance ($\beta = .20$; $p < .01$). These results indicate that individuals high on authenticity perform better than those low on authenticity. Thus, hypothesis 2 was supported by the results of the study.

Fig. 1 Model of the relationships among authenticity, self-monitoring, job performance, and income. All coefficients are standardized. * $p < .05$; ** $p < .01$

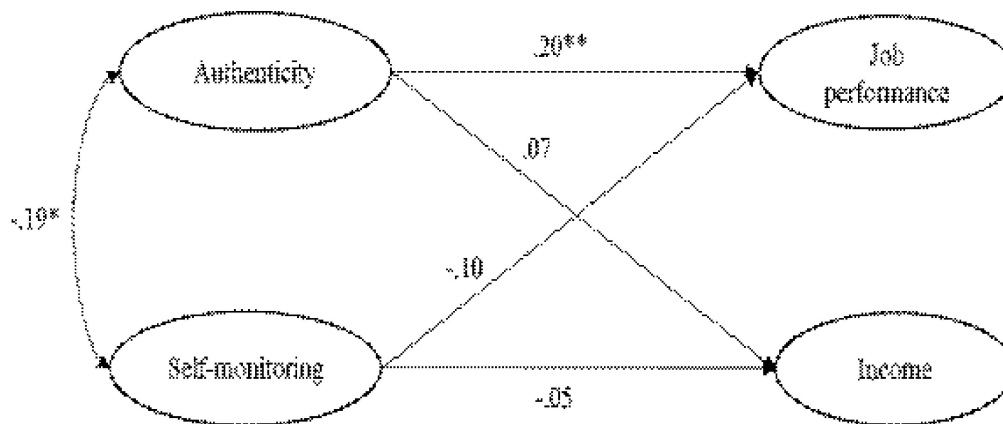


Table 1 Means, Standard Deviations and Inter-correlations of the Study Variables

Variables	Mean	SD	1	2	3	4	5	6	7	8
1. Authenticity	5.33	.89	-							
2. Self-monitoring	2.57	.66	-.19*	-						
3. Job performance	5.92	.77	.23**	-.11	-					
4. Income	43000	29000	.08	-.23**	-.01	-				
5. Age	31.41	9.14	-.01	-.28**	-.05	.56**	-			
6. Gender	1.26	.44	.12	-.02	-.01	-.19*	-.24**	-		
7. Tenure with organization	5.97	8.15	-.01	-.27**	.15*	.54**	.90**	-.19*	-	
8. Total work experience	8.29	8.78	.01	-.29**	-.06	.56**	.96**	-.23**	.94**	-

Note. * $p < .05$; ** $p < .01$; SD = Standard deviation; Income was measured in Indian rupees

Moreover, authenticity was found to exhibit a positive but nonsignificant relationship with employee income ($\beta = .07$; not significant). Hence, hypothesis 3 was not fully supported by the results of the study. The results of the study further indicate that self-monitoring was negatively related to in-role job performance ($\beta = -.10$; not significant). Thus, hypothesis 4 was not supported by the results of the study. Finally, a negative and nonsignificant relationship was observed between self-monitoring and income ($\beta = -.05$; not significant). Hence, hypothesis 5 was not retained.

Findings from Qualitative Data

From the sample pool of 162 valid respondents of phase I, a total of 20 respondents were randomly selected and contacted to share their qualitative feedback on pre-defined structured questions. After a couple of reminders, the authors received seventeen responses which make a response rate of 85%. A total of 5 steering questions (Annexure 1) were used to extract narratives on their subjective understanding of the constructs

and their possible associations with the outcomes. The majority of the respondents (15 out of 17) were able to clearly articulate the meaning of the construct and used different ways to express themselves. Some respondents have used metaphors like *reaching office in time*, *maintaining integrity and being true to yourself* as responses to explain their derived meaning of being authentic whereas respondents have used terms like *actual self*, *doing as per the situation warrants*, and *being in tune with the outside world* as synonyms to social-monitoring.

A careful examination of the responses reveals that the majority of the respondents prefer to be authentic (8 out of 18) while the rest would like either prefer to be practical or exhibit a mixed behavior which reinforces the findings of the quantitative research. Being authentic has been supported by various outcomes including *motivating self and others*, *building credibility*, *expressing without being ambiguous*, and *keeping things transparent*. Two participants believe that being practical may fetch you

quick results, but it creates only short-term success.

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In response to the implications of being authentic on in-role job performance and personal income, participants expressed that authenticity leads to better control of thoughts and emotions and reflects your attitude and character which can steer individuals to achieve long-term success. One of the respondents stated, *“Authentic behavior is being performed to gain the trust of business and stakeholders and to take more ethical decisions, so it leads to success to my company and customers”*. Another respondent narrates, *“Being authentic helps you to integrate with organizational values and deliver effectively.”* Respondents were not very informative in sharing experiences on the direct association between being authentic and having more income as one respondent said that it definitely has implications, but more indirect through success and being contented.

In response to the implications of being practical on in-role job performance and personal income, participants could not come up with many experiences. Although they were of the opinion that there is no direct association between being practical and personal income, one participant stated *that in order to get a positive node from the manager for any request, sometimes we hide the knowl-*

edge and manipulate the context which may be dysfunctional.

Discussion

Though previous research has extensively investigated the association of authenticity and self-monitoring with a variety of individual and organizational outcomes, we observed some gaps. First, though prior research has highlighted the benefits of authenticity as well as self-monitoring, it raises the question of whether it is good to be authentic or one should be a social chameleon i.e., change his or her behavior to suit the demands of the situation. Second, the existing literature shows that high self-monitors are social chameleons, hence it may be implied that they lack authenticity. However, this assertion has not been investigated so far. To annul the above-mentioned research gaps and to deeply understand the implications of authenticity and self-monitoring, the current study investigated the associations among authenticity, self-monitoring, in-role job performance, and income.

The results of the current study indicate a negative association between authenticity and self-monitoring.

The results of the current study indicate a negative association between authenticity and self-monitoring. Though not many studies have examined the relationship between authenticity and self-monitoring, the research conducted by Pillow and colleagues (2017) has demonstrated

a negative association between authenticity and self-monitoring. Thus, the results of our study reveal that individuals high on authenticity are low on self-monitoring. Further, the findings of our study show that authenticity was positively related to self-reported measure of in-role job performance which has been reinforced by the narrative of qualitative analysis. This indicates that individuals high on authenticity are likely to exhibit higher in-role job performance than individuals low on authenticity. Several other studies have also indicated that authenticity is positively related to job performance (e.g., Kuntz & Abbott, 2017; Ogruk & Anderson, 2018; van den Bosch & Taris, 2014).

In addition, this research shows that authenticity is positively (though not significantly) related to employee income. The results of our and several other studies thus highlight the significance of authenticity for employee job performance and income. One plausible explanation for the association of authenticity with in-role job performance and income may be that authenticity helps people develop trust and enhance communication (Sutton, 2018). Enhanced trust and communication may contribute to people's effectiveness in the workplace. In addition, qualitative analysis found that authentic individuals are more satisfied and engaged in their work than inauthentic individuals (van den Bosch & Taris, 2014), and engaged employees have been found to be highly productive. It thus may be argued that authenticity pays off in terms of leading to higher in-role job performance and income.

In the current study, self-monitoring was found negatively (though not significantly) related to in-role job performance and income. As far as the association of self-monitoring with job performance is concerned, prior studies have provided mixed results. While some researchers have found a positive relationship between self-monitoring and job performance (Bizzi & Soda, 2011; Day et al., 2002; Deeter-Schmelz & Ramsey, 2010), others have found either a negative (Caligiuri & Day, 2000) or no relationship (e.g., Sasovova et al., 2010; Semadar et al., 2006) between self-monitoring and job performance. The results of our study indicate that being a social chameleon may not be beneficial for individuals as self-monitoring has been found negatively related to in-role job performance and income.

Self-monitoring has been found negatively related to in-role job performance and income.

Some previous studies have indicated that self-monitoring is linked to a variety of positive outcomes, such as high job performance, frequent cross-company promotions, leadership emergence, and larger social network at workplace (Bizzi & Soda, 2011; Day et al., 2002; Day & Schleicher, 2006; Kilduff & Day, 1994; Mehra et al., 2001; Sasovova et al., 2010), high self-monitors also exhibit behaviors that may lead to reduced performance and effectiveness at workplace. High self-monitors have been found to frequently change their jobs (Kilduff & Day, 1994), thus they may have a low

commitment to the organization (Bedeian & Day, 2004). In addition, as high self-monitors tend to change their behavior to fit the demands of current situations they may be inconsistent, manipulative, unethical, self-promotional, and lacking personal integrity (Bedeian & Day, 2004; Day & Schleicher, 2006; Pillow et al., 2017). In testing situations or difficult times, people high on self-monitoring may not stand for what they believe in or value. As the behavior of high self-monitors is largely influenced by situational cues, they may not stick to their position and may appear indecisive. Hence, developing and maintaining trust and credibility is an important issue that high self-monitors may face and they may not be seen as effective leaders by others (Bedeian & Day, 2004).

Thus, the results of our study indicate that it is better to be authentic than to be a social chameleon. Though high self-monitoring may carry certain advantages, we argue that it is useful for people to have a high level of authenticity. The findings from our study show that individuals high on authenticity exhibit higher in-role job performance and have higher income than individuals low on authenticity. On the other hand, self-monitoring was found negatively related to in-role job performance and income. Scholars also maintain that authentic workers – who are true to their selves, stay in touch with their core identity and do not accept others' influence – are a better fit for their job and have values more congruent with their organizations than inauthentic employees (van den Bosch & Taris, 2014).

Implications of the Study

The findings of our study indicate that authenticity is positively related to in-role job performance and income. It may be argued that organizations could benefit from promoting authenticity at work. It may be worthwhile for organizations to design and implement socialization strategies or intervention efforts that are successful at harboring authenticity. Organizations should take steps to build a foundation of safety and trust that can allow each individual to engage with his or her work and others in an authentic manner. This can help in developing a virtuous cycle of further trust, better relationships, and communication (Sutton, 2018). In addition, organizations can design interventions to help employees deeply understand their characteristics, inclinations, beliefs, values, and motives. To achieve this objective, organizations can take steps to help employees become more self-aware through structured feedback provided by colleagues and supervisors. Seeking feedback from close ones, such as colleagues and supervisors, may help individuals know the aspects of their personality that they are not aware of. Hence, employees may be able to improve their self-knowledge by paying attention to their impressions of how others, like their colleagues or supervisors, see them.

Besides taking steps to help employees become more authentic, organizations should also focus on hiring authentic people. It may be suggested that while hiring organizations should pay more attention to understanding the beliefs and

It has been found that authentic individuals are likely to stay longer with the organization than inauthentic individuals.

value systems of candidates and look for congruence between new joiners' and the organization's values. It may be argued that authentic individuals – who are true to themselves and are aware of their values and beliefs – are more likely to choose jobs and organizations whose values are congruent with them (Kuntz & Abbott, 2017). Hence, such individuals are a better fit with the organization than individuals who are not aware of, and express, their true self. It has been found that authentic individuals are likely to stay longer with the organization than inauthentic individuals. Hence, it may be suggested that hiring authentic individuals may be a strategy that may go a long way in retaining employees.

Study Limitations & Directions for Future Research

Several limitations of this study offer avenues for future research. One limitation is concerned with the cross-sectional design of the study. Due to the cross-sectional nature of the study, we are unable to determine the long-term or causal effects of authenticity and self-monitoring on in-role job performance and income. Hence, longitudinal or experimental studies need to be conducted to understand the relationships investigated in this study. Another limitation of the current study is that it used self-reported measures to assess the constructs

investigated in the study. It means common method variance might have influenced our findings. Moreover, given that the data were collected using the same method (i.e., questionnaire), there is the probability that the strength of the relationships between the variables is overstated.

Future research should focus on further understanding the association between self-monitoring and job performance. As far as the association of self-monitoring with job performance is concerned, prior studies have demonstrated mixed results. While some studies have shown that self-monitoring is positively associated with job performance (e.g., Bizzi & Soda, 2011; Day et al., 2002; Day & Schleicher, 2006; Kilduff & Day, 1994; Mehra &., 2001;), other studies (including the current one) indicate that no significant relationship exists between self-monitoring and job performance (Sasovova et al., 2010; Semadar et al., 2006). Hence, more research needs to be conducted to better understand the relationship of self-monitoring with job performance. In addition, future research should use objective measures of job performance.

Conclusion

Previous research has widely investigated the benefits of authenticity as well as self-monitoring. Research indicates that authenticity and self-monitoring are related to several positive individual and organizational outcomes. However, observations made from the existing literature raise the question of whether it's

good to be authentic or one should be a social chameleon i.e., change his or her behavior to suit the demands of the situation. Moreover, the existing literature shows that high self-monitors are social chameleons, hence it may be implied that they may lack authenticity. However, direct examination of this assumption within the literature remains scant. To annul these gaps in the literature and to better understand the implications of authenticity and self-monitoring, the current study investigated the associations among authenticity, self-monitoring, in-role job performance, and employee income. The results of this study indicate a negative association between authenticity and self-monitoring. Further, results demonstrated that authenticity is positively related to in-role job performance and income, whereas self-monitoring was found negatively (though not significantly) related to in-role job performance and income. The research also tries to capture the qualitative narrative of the respondents of the associations found in the quantitative data. This research thus highlights the significance of behaving authentically, despite the pressure to conform to social norms. In addition, this research suggests that it's beneficial for individuals (and may also lead to positive outcomes for organizations) to be authentic than being social chameleons.

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Annexure 1 Steering Questions for Extracting Qualitative Narratives

- Q1: How do you understand the terms “being authentic” and “being practical (self-monitoring)”?
- Q2. Out of the two stated behaviors, how do you ideally like to behave and why?
- Q3. What are the possible outcomes of exhibiting each of the behaviors?
- Q4. Do you think that being authentic or being practical (self-monitoring) has any implication on your in-role job performance? Can you think of a time when you see a deviation in your in-role job performance while exhibiting any of the two behaviors?
- Q5. Do you think that being authentic or being practical (self-monitoring) has any implication on your personal income? Can you share any experience where your income has been impacted by exhibiting either of the behaviour?
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