Increasing Black Employees' Social Identity Affirmation and Organizational Involvement: Reducing
Social Uncertainty through Organizational and Individual Strategies

Abstract

Despite the psychological benefits of authenticity, Black employees within predominantly White organizations often face the dilemma of whether to downplay versus highlight their social identity. Our research introduces social uncertainty as a unifying lens to understand the reluctance of these employees to express their social identity. Highlighting the central role of social uncertainty also helps identify novel factors at both the organizational level (authenticity climates) and individual level (perspective-taking) that can encourage Black employees to engage in social identity affirmation—authentic expressions of the positive aspects of their social identity. To test our hypotheses, we conducted two survey studies, two experiments, qualitative interviews, as well as coded text responses to our experimental prompts. Across our studies, authenticity climates were associated with greater social identity affirmation by Black employees, and this relationship was strengthened when these employees engaged in perspective-taking. Consistent with our theorizing, social certainty mediated these direct and moderated effects. In addition, social identity affirmation increased Black employees' organizational involvement. Our experimental studies offer causal evidence for the roles of both authenticity climates and Black employees' perspective-taking, our qualitative interviews vividly illuminate our hypotheses, and our text response analyses provide insight into how authenticity climates operate. Overall, the current research highlights how organizations can help Black employees feel comfortable emphasizing and expressing their true selves by increasing their social certainty. These findings also have direct implications for organizational leaders, providing them with actionable strategies to create more inclusive environments.

Keywords: Authenticity Climate, Social Identity Affirmation, Diversity, Perspective-Taking, Social Certainty, Organizational Involvement

"I only let people see a part of me. I was raised that you have to be able to live in two different worlds. My father said, 'You need to be able to go in the hood and walk in the hood like you belong there, and you need to be able to go to a board room...You have to operate in two different worlds.' And so how do you marry those two worlds together? You know, to be able to be your 100% complete self?"

– Carla, a Black female accountant

As illustrated by Carla, the decision of whether and how to highlight aspects of one's social identity in the workplace is complex and challenging for Black employees.[1] Although Black employees now possess more legal protections and resources to combat overt bigotry in the workplace (King et al. 2013, Boykin et al. 2020), implicit bias and discrimination persist (Payne et al. 2019, Hebl et al. 2020), and systemic racism (e.g., racially unequal access to educational, financial resources, as well as employment opportunities and outcomes) remains prevalent at both societal and organizational levels (Schell et al. 2020, Banaji et al. 2021, Skinner-Dorkenoo et al. 2021). This interpersonal and structural intolerance often manifests in the devaluation of Black employees, from their appearance to their professional contributions (Ray 2019, Wilkerson 2020). Driven by concerns about highlighting differences, reinforcing negative stereotypes, and facing social rejection, Black employees frequently refrain from expressing their social identity (Dumas et al. 2008, Phillips et al. 2009).

Although there is an understandable tendency to downplay one's social identity, the freedom to express it can help employees from marginalized social groups construct positive self-concepts and fulfill the essential human needs for dignity and control (Hewlin 2003, Roberts 2005). Furthermore, expressing one's social identity can improve psychological well-being, enhance the quality of interpersonal relationships, and bolster involvement at work and commitment to one's organization (Roberts et al. 2008, Cha et al. 2019, Dickens et al. 2019, Arnett 2023). Given the benefits of authentically expressing one's social identity and the reluctance of Black employees to do so, the current research explores the conditions that can increase *social identity affirmation* by Black employees. Integrating the concepts of positive distinctiveness impression management strategies (Roberts 2005), cultural identity expression (Arnett 2023), and authenticity (Cha et al. 2019), we define social identity affirmation as an authentic expression of the positive aspects of one's social identity group. Examples of social identity affirmation

include a Black employee sharing songs based on Black culture with their colleagues or wearing an iconic "natural" hairstyle highlighting the hair's naturally kinky texture.

The competing demands—the pressure to downplay and the desire to express one's social identity—create a significant dilemma for marginalized employees (Hewlin 2003, Roberts 2005, Dumas et al. 2008, Phillips et al. 2009, Wessel et al. 2020, Arnett 2023). Early theoretical frameworks examining this dilemma focused on how marginalized employees strategically choose to either emphasize or downplay their social identities to craft a desired image (Hewlin 2003, Roberts 2005). Subsequent frameworks have focused on different factors—including concerns about confirming negative stereotypes (Trzebiatowski et al. 2023), experiencing intergroup bias (Lyons et al. 2017) and the power and status dynamics between demographically dissimilar individuals (Phillips et al. 2009)—which may influence decisions to express one's social identity (Roberts et al. 2008, Roberts and Creary 2013, Cha et al. 2019, Le Forestier and Lewis Jr 2024) and the effects of such disclosures (Phillips et al. 2009). Additional frameworks have focused on organizational-level factors and suggested that organizational reward systems (Hewlin 2003), organizational climates and values (Roberts 2005, Cha et al. 2019, Leigh and Melwani 2022), and formal rules around autonomy (Wessel et al. 2020) influence social identity expression. These theoretical frameworks have motivated empirical research examining how individual-level factors, such as the strength of racial and professional identification (Roberts et al. 2008, Roberts et al. 2014) and fears of being seen as disruptive or unprofessional (Cha and Roberts 2019), along with organizational-level factors, such as climates that value control and order (Hewlin 2009), influence expressions of social identity.

By examining a number of individual motivations as well as interpersonal and organizational barriers, prior theoretical and empirical work collectively present disparate factors influencing marginalized employees' decisions to express their social identity. However, our review of past research reveals a common thread: the interactions marginalized individuals experience are often fraught with ambiguity and risk. For example, Hewlin (2009) suggests that marginalized employees downplay aspects of themselves more than majority employees because they seek "to avoid any negative publicity that may

be associated with expressing unacceptable values" (p. 729). Relatedly, Arnett (2023) describes how self-disclosures by marginalized employees can risk "eliciting adverse reactions given that majority individuals often feel anxious during intergroup interactions" (p. 7). Phillips et al. (2009) also note that marginalized individuals may refrain from sharing identity-related information due to "uncertainty as to how this information will be interpreted by a status-dissimilar other" (p. 715). As seen in these illustrative quotes, researchers have suggested that marginalized employees often refrain from highlighting their social identity because they are uncertain whether their colleagues will respond positively or negatively.

Synthesizing this past research, we propose a common psychological experience—social uncertainty—that underlies the dilemma Black employees face when deciding to downplay or highlight that social identity. Social uncertainty is "the degree to which a person's uncertainty about … their own future states and actions depends on their uncertainty about the states and actions of others" (FeldmanHall and Shenhav 2019, p. 427). We propose that Black employees' reluctance to affirm their social identity is rooted in uncertainty about how others will react to their identity affirmation. Although the role of social uncertainty is implicit in the research reviewed above, it has not been explicitly identified as a critical factor driving social identity affirmation decisions (Roberts 2005, Dumas et al. 2008, Hewlin 2009, Phillips et al. 2009). Bringing social uncertainty to the theoretical forefront allows us to introduce a unifying conceptual lens for understanding why Black employees hesitate to highlight their social identity and when they might feel comfortable doing so. Consider the uncertainty that Jada, a Black woman, feels when contemplating whether to wear her hair naturally. She may feel unsure about whether her colleagues will accuse her of appearing unprofessional or whether they will appreciate her for sporting a hairstyle that holds cultural significance within the Black community (Rosette and Dumas 2007, Opie and Phillips 2015).

By recognizing social uncertainty as a defining experience for Black employees, the current research identifies organizational and individual strategies that can increase the social identity affirmation of these employees by increasing their sense of social certainty. Consistent with theoretical perspectives suggesting that organizational factors may impact self-disclosure decisions (Roberts 2005, Cha et al.

2019), our research proposes that one organizational factor—its climate—increases the social identity affirmation of Black employees by reducing their social uncertainty. We emphasize the importance of climates that allow for authenticity, in which all employees feel they and others can express their true selves.[2] Although past work has typically focused on authenticity climates that allow the expression of negative emotions (Grandey et al. 2011) or individual characteristics (e.g., being smart or quiet; Ostermeier et al. 2022), these conceptualizations of authenticity do not fully address the uncertainties marginalized employees face. We extend this prior work by broadening the conceptualization of authenticity climates (Jansen et al. 2014) to encompass the experiences of Black employees, aiming to understand when they feel safe affirming their social identities.

Our research also considers an individual-level psychological factor—perspective-taking—which we propose will reinforce the positive effect of authenticity climates. Perspective-taking involves imagining the world from the perspective of others to comprehend their thoughts, emotions, motivations, and intentions (Ku et al. 2015). Perspective-taking is conceptualized as a psychological tool that helps individuals anticipate the future states and responses of others (FeldmanHall and Shenhav 2019) and distinguish allies from adversaries (Pierce et al. 2013). Perspective-taking may be a particularly valuable strategy for Black employees to manage the social uncertainty they experience regarding whether to highlight or downplay their social identities as it helps them discern the nature of their organizational climates with greater clarity.

In turn, we suggest that social identity affirmation opens up a pathway to organizational involvement by generating psychological resources that enable work engagement (Roberts 2005, Cha et al. 2019) and improve workplace relationships (Phillips et al. 2009, Roberts 2012). Crucially, Black employees' organizational involvement can improve job performance, promote healthy work relationships, decrease absenteeism, and lower turnover rates (Paterson and O'Driscoll 1990, S. Brown and Leigh 1996, Keller 1997, Diefendorff et al. 2002, Hallberg and Schaufeli 2006).

The current research aims to contribute to several streams of literature by introducing the concept of social uncertainty into the discourse. First, it seeks to enhance the field of diversity management, which

has traditionally emphasized formal organizational policies designed to reduce social disparities (Dobbin and Kalev 2016, Shore et al. 2018). These policies have generally focused on reducing biases among non-marginalized employees or increasing the numerical representation of marginalized employees without explicitly aiming to improve their experiences. Research has also explored a second category of initiatives—the effects of pro-diversity and inclusion climates on work-related outcomes, such as work attitudes and performance (Hicks-Clarke and Iles 2000, McKay et al. 2008, Nishii 2012). It is noteworthy that these varied initiatives have not emphasized addressing the social uncertainty marginalized individuals often encounter and, therefore, do not directly address the fundamental psychological burden they experience. In contrast, our approach centers on the psychological experiences of marginalized employees and how organizations can enhance their social certainty. Our research thus aligns with the recommendations of recent scholars to acknowledge the importance of introducing organizational strategies that prioritize the psychological experience of marginalized employees over policies that emphasize the economic benefits of diversity (Blader and Yu 2017, Cha et al. 2019, Ely and Thomas 2020). By focusing on the significance of social uncertainty, our research advances a framework (see Figure 1) that identifies how authenticity climates, an organizational factor not specifically designed for Black employees but created to include all employees, can help marginalized employees affirm their social identity and enhance their organizational involvement.

The current research also enriches the literature on perspective-taking. Prior research on the role of perspective-taking in intergroup relations has focused almost exclusively on the experiences of majority group members, with efforts centered on reducing their levels of bias (see Bruneau and Saxe 2012 as an exception). By highlighting the perspective-taking of Black employees, we emphasize their agency in navigating their complex organizational environments (Roberts and Creary 2013). It is crucial to clarify that we do not intend to suggest that Black employees bear the sole responsibility for improving workplace interactions and experiences. Instead, we aim to understand when Black employees might feel empowered to affirm their social identities.

Social Identity Affirmation and Social Uncertainty

Authenticity is defined as the "alignment between a person's internal sense of self and outward behavior" (Roberts et al. 2009, Caza et al. 2018, Cha et al. 2019, p. 634); this internal sense of self can include a person's thoughts, feelings, values, and identities. Authenticity brings many advantages. The ability to express one's inner sense of self at work is vital for well-being (Sheldon et al. 1997, Wood et al. 2008, Emmerich and Rigotti 2017), life satisfaction (Kifer et al. 2013), and subjective vitality (Lopez and Rice 2006). In the workplace, authenticity boosts engagement, commitment, job satisfaction, and performance, and reduces turnover (Cable et al. 2013, van den Bosch and Taris 2014).

Our focus is on a crucial form of authenticity—*social identity affirmation*. In defining social identity affirmation as the authentic expression of the positive aspects of one's social identity group, we have integrated three concepts from past research: authenticity (Cha et al., 2019), positive distinctiveness impression management strategies (Roberts, 2005), and cultural identity expression (Arnett, 2023). According to Cha et al.'s (2019) conceptualization, authenticity for a person with a stigmatized or less valued identity is evident when his or her "outward behavior is aligned with his or her devalued social identities" (p. 645). Similarly, we consider social identity affirmation an *authentic* expression of one's social identity. For example, an authentic expression might involve wearing clothing items that highlight one's social identity instead of dressing in attire more consistent with that of the majority group.

We also draw on Roberts' (2005) positive distinctiveness impression management strategy, which involves "claiming one's social identity while attempting to create a positive social meaning for that identity" (p. 696). Social identity affirmation involves *positive* expressions of one's social identity, but also ones that are authentic. In contrast, positive distinctiveness does not prioritize the authenticity of these positive expressions. Instead, it focuses on how such expressions are aimed at strategically managing impressions and, as a result, may not always be genuine.

Finally, our approach draws from Arnett's (2023) notion of cultural identity expression, which "involves sharing intimate feelings, inner thoughts and views, and personal experiences that are relevant to one's inner self…in a manner that pertains to one's cultural background" (p. 1888). Similar to cultural identity expression, our conceptualization of social identity affirmation includes rich and meaningful

identity expressions instead of surface-level glimpses of one's social identity. However, our conceptualization differs theoretically and empirically by marginalized group members' decisions to express their social identity rather than the responses of majority group members. We focus specifically on Black employees' behavioral expressions and the individual and organizational factors that promote these expressions. Moreover, unlike cultural identity expression, where negative expressions (e.g., expressions that highlight negatively-valenced experiences with one's identity) are included in the concept, our definition adopts a more positive orientation, using the term *affirmation* to emphasize expressing positive aspects and dispelling negative beliefs about one's social identity group. Given the nuanced and slightly different meanings of these past constructs, we adopt the term social identity affirmation to encompass components of these related concepts and to precisely reflect our core construct.

Past research demonstrates that social identity affirmation improves the psychological well-being of marginalized employees and leads to more inclusive behaviors by majority colleagues (Roberts et al. 2008, Arnett 2023). However, marginalized employees face considerable difficulties when contemplating whether to engage in social identity affirmation (Bell 1990, Hewlin 2003, Roberts 2005, Dumas et al. 2008, Phillips et al. 2009, Rosette et al. 2016, Lyons et al. 2017, Cha et al. 2019, Wessel et al. 2020). Generally, social environments are filled with ambiguity because people find themselves unsure about their own future circumstances, which is compounded by the lack of clarity about others' intentions and motives (FeldmanHall and Shenhav 2019). Black employees, in particular, experience heightened levels of social uncertainty because their marginalized social identity can trigger a wide range of reactions from others.

Although legislation since the Civil Rights Act has given Black individuals the rights and means to fight workplace bias (King et al. 2013, Boykin et al. 2020), highlighting one's social identity continues to carry significant risks for Black employees. Discrimination remains prevalent at institutional levels (Hebl et al. 2020), and because Black employees are stereotyped as aggressive and professionally incompetent (Rosette et al. 2016), they face social and professional rejection (Phillips et al. 2009, Phillips et al. 2018, Wessel et al. 2020). Black employees also often learn about such discrimination the 'hard

way', not through open discussions with colleagues and superiors, but by experiencing discrimination throughout the entire employment cycle (for reviews, see Jones et al. 2016, Avery et al. 2018). In the recruitment and selection stages, Black applicants are less likely to receive callbacks for educational and employment positions (Bertrand and Mullainathan 2004, Milkman et al. 2012) and are more likely to receive lower starting and negotiated salary offers than White applicants (Hernandez et al. 2019). During evaluation and promotion stages, Black employees' work performance often receives heightened scrutiny and is more negatively evaluated (DeSante 2013, Hall et al. 2019, Settles et al. 2019). These daily experiences are compounded by the threat triggered by salient, racially-charged societal events (Leigh and Melwani 2022).

Overall, this prior research suggests that Black employees experience high levels of social uncertainty when considering whether to affirm their social identity. We next consider whether and how diversity initiatives, such as authenticity climates, can effectively alleviate the social uncertainty experienced by Black employees, which could, in turn, enable them to affirm their social identities in the workplace.

Diversity Initiatives

Formal Organizational Policies

Extensive research has examined the effectiveness of a variety of diversity initiatives. One category of initiatives, broadly speaking, has centered on implementing formal organizational policies to reduce social disparities. Diversity training, for example, primarily targets the biases of non-marginalized employees who typically dominate leadership and decision-making positions (Dobbin and Kalev 2016). Other policies have focused on increasing the representation of marginalized employees in organizations and senior positions (Ely and Thomas 2001, Pless and Maak 2004, Shore et al. 2011, Mor Barak 2015). Despite well-meaning intentions, these policies have yielded mixed results and have even led to backlash toward marginalized employees (Konrad et al. 1992, Dobbin and Kalev 2016, Chang et al. 2019). Moreover, it is noteworthy that these policies do not explicitly focus on improving the experiences of

marginalized employees. This is particularly evident in their failure to address the lack of respect they face (Ely and Thomas 2020), as well as the social uncertainty associated with the self-disclosure dilemma.

Pro-Diversity and Inclusion Climates

A second category of initiatives focuses on organizational climates that encourage the inclusion of diverse voices and opinions (Pless and Maak 2004, Shore et al. 2011, Cha et al. 2019). Organizational climates describe the shared conventions and perceptions within a work group or organization for how members should express themselves and interact (Ashforth and Humphrey 1993, Bartel and Saavedra 2000, Schein 2000, Kelly and Barsade 2001, Grandey et al. 2011, Ostroff et al. 2013) and capture employees' perceptions of their environment (van Knippenberg et al. 2013). Of particular relevance to the current research are pro-diversity climates and inclusion climates.

Pro-diversity climates refer to perceptions that "an employer utilizes fair personnel practices and socially integrates underrepresented employees into the work environment" (Kossek and Zonia 1993, McKay et al. 2008, p. 350). Employees from marginalized groups who work in organizations with a pro-diversity climate exhibit more positive work attitudes, reduced turnover intentions, and decreased racial-ethnic performance differences (Hicks-Clarke and Iles 2000, Hopkins et al. 2001, McKay et al. 2007, van Knippenberg et al. 2013). Similarly, inclusion climates are characterized by equitable employment practices, the inclusion of marginalized employees in decision-making processes, and their social integration (Kossek and Zonia 1993, Ely and Thomas 2001, McKay et al. 2008, Mor Barak 2015). Inclusive climates improve work outcomes, such as reducing group conflict and increasing group satisfaction in gender-diverse groups (Nishii 2012). Overall, research has begun to demonstrate that organizational climates can improve the workplace experiences of marginalized employees. However, the focus has not been on their ability to be authentic at work.

Our research builds upon and departs from previous work on pro-diversity and inclusion climates. In particular, although pro-diversity climate research acknowledges the importance of integrating marginalized employees to enhance their acceptance, the empirical emphasis of the research has been on personnel practices rather than on the experiences of marginalized employees themselves (McKay et al.

2008, Nishii 2012, Holmes et al. 2021). In contrast, research examining inclusion climates specifically includes a theoretical and empirical component that explores ways marginalized employees can be socially integrated at the workplace. This component measures various aspects of integration, such as the extent to which climates allow employees to emphasize their true selves (which aligns with our primary construct of interest), value work-life balance, and commit resources to resolve conflicts (Nishii 2012). Although this comprehensive conceptualization captures a broad form of integration, it inherently includes aspects not directly related to authenticity. Given our desire to understand and alleviate marginalized employees' social uncertainty surrounding affirming their social identity, we distill and examine the authenticity component of inclusion climates.

Authenticity Climates

We conceptualize authenticity climates as climates that allow employees to act in accordance with their true selves (Jansen et al. 2014, Ostermeier et al. 2022). Research has demonstrated that authenticity climates are associated with positive workplace outcomes. In one study involving healthcare providers, climates that allowed for authentic expressions of negative emotions reduced the adverse effects of emotional labor, which then decreased burnout (Grandey et al. 2011). Additionally, in research by Ostermeier et al. (2022), employees rated the extent to which their organization allowed them to be authentic based on personal attributes such as being smart or quiet. The research found that authenticity climates were linked to increased organizational identification, resulting in heightened satisfaction, decreased burnout, and engagement in citizenship behaviors.

Despite these promising results, this research has centered on employees' ability to reveal their negative emotions (Grandey et al. 2011) or personal characteristics (Ostermeier et al. 2022). These more limited conceptualizations of authenticity do not speak to Black employees' social uncertainty when contemplating whether to affirm their social identity. Therefore, we examine a broader conceptualization of authenticity climates, one in which employees are free to act in accordance with their true selves, including sharing aspects of their marginalized social identities.

We propose two reasons why authenticity climates will reduce the social uncertainty experienced by Black employees, thereby enabling them to affirm their social identities. First, because climates create a shared sense of meaning by promoting understanding, enabling communication, and guiding employee behavior (Beus et al. 2018), authenticity climates clarify to Black employees that affirming their social identities will likely be positively acknowledged rather than punished (Thomas et al. 2011, Lyons et al. 2017). This implicit acceptance of social identity affirmations within authenticity climates may contribute to their sense of security that they have a positive standing within the organization (Phillips et al. 2009, Blader and Yu 2017), which can further mitigate the perceived risks of affirming one's marginalized social identity.

Second, it is noteworthy that authenticity climates are not exclusive to a single social group. Instead, they establish the expectation that all organizational members are free to act authentically. Because marginalized employees are not the focus of the climate, their non-marginalized colleagues will likely be more comfortable disclosing aspects of their identities. This, in turn, provides Black employees with additional insights and certainty into how their social identity affirmations will be received. Thus, we predict that Black employees working within authenticity climates will feel more at ease affirming their social identity because they will possess greater social certainty about how to navigate the social landscape within their organization.

> *Hypothesis 1a (H1a):* Authenticity climate is positively associated with the social identity affirmation of Black employees.

> *Hypothesis 1b (H1b):* Social certainty mediates the relationship between authenticity climate and social identity affirmation of Black employees.

The Facilitating Role of Perspective-Taking

We propose that perspective-taking is a psychological tool that can further facilitate the ability of authenticity climates to reduce social uncertainty and thus increase the social identity affirmation of Black employees. Perspective-taking is a cognitive process involving actively considering other viewpoints (Ku et al. 2015). Research has shown that perspective-taking improves intergroup relationships (Galinsky et al. 2005, Todd and Galinsky 2014, Wang et al. 2014), enhances interpersonal interactions (Todd et al.

2011), and improves workplace performance, including negotiations, teamwork, shared decision-making, and problem-solving (Parker and Axtell 2001, Hoever et al. 2012, Li et al. 2018, Longmire and Harrison 2019). However, it is important to note that perspective-taking can also lead to adopting protective strategies in more competitive contexts. In such contexts, perspective-taking prompts distrust (Sun et al. 2021), competitiveness (Klimecki et al. 2020), and unethical behavior (Pierce et al. 2013). Therefore, perspective-taking is seen as a tool that increases individuals' understanding of their social environment (Hoever et al. 2012): perspective-taking improves individuals' ability to predict others' future states through controlled inference, a process of updating initial impressions with new information (FeldmanHall and Shenhav 2019). As such, perspective-taking helps individuals understand and navigate mixed-motive social environments, enabling them to discern friends from foes and react accordingly (Galinsky and Schweitzer 2015, Ku et al. 2015).

Earlier, we predicted that as organizational climates become increasingly supportive of authenticity, Black employees will be more inclined to affirm their social identity because they feel more certain that these expressions will be accepted. Within authenticity climates, perspective-taking by Black employees offers an additional means of creating social certainty. By enhancing Black employees' understanding of the social landscape and enabling them to make better predictions of their colleagues' behaviors, perspective should strengthen the positive relationship between authenticity climates and social certainty. Furthermore, due to this enhanced social certainty, Black employees are likely to perceive expressing their social identity as less risky and affirm their social identities (Thomas et al. 2011, Lyons et al. 2017). Overall, we propose that the relationship between authenticity climates and Black employees' social identity affirmation will be stronger as their levels of perspective-taking increase, with this effect mediated by their social certainty.

> *Hypothesis 2a (H2a):* The positive relationship between authenticity climate and Black employees' social identity affirmation is stronger as they engage in higher levels of perspective-taking.

> *Hypothesis 2b (H2b):* Black employees' perspective-taking moderates the mediated relationship between authenticity climate and social identity affirmation through social certainty, such that the mediation is strengthened as their perspective-taking levels increase.

Organizational Involvement

Finally, we consider the implications of authenticity climates, Black employees' perspective-taking, and their social identity affirmation on their overall organizational involvement (Roberson 2006, Boekhorst 2015, Ferdman 2017), defined as the extent to which employees associate their self-image with their organization and its performance (Lawler and Hall 1970, Kanungo 1982). Employees who demonstrate high levels of organizational involvement dedicate considerable effort to their job responsibilities (Janssen 2003), actively pursuing the necessary resources to accomplish their goals (Hobfoll 2001). As a result, organizational involvement is linked to improved job performance, healthy work relationships, decreased absenteeism, and lower turnover rates (Paterson and O'Driscoll 1990, S. Brown and Leigh 1996, Keller 1997, Diefendorff et al. 2002, Hallberg and Schaufeli 2006). Considering these benefits, it is valuable to understand what motivates organizational involvement by marginalized employees, particularly because these individuals often exhibit lower levels of involvement and experience higher turnover rates (Hofhuis et al. 2014).

Importantly, employees' organizational involvement is tied to the belief that their organization offers meaningful and fulfilling experiences (M. Brown 1969). We propose that because authenticity climates, in combination with Black employees' perspective-taking, increase social identity affirmation, they provide avenues for Black employees to fulfill basic human needs (Stevens and Fiske 2011). First, social identity affirmation can improve interpersonal relationships, which enhances a sense of belonging and reduces feelings of alienation (for thorough reviews, see Swann Jr 1990, Swann Jr et al. 2004). For example, when marginalized employees affirm their social identities, non-marginalized employees hold them in higher regard, feel closer to them, and view interactions with them as valuable learning opportunities (Arnett 2023). Moreover, the mutual disclosure of personal information can foster more intimate relationships (Jourard 1959, Collins and Miller 1994, Phillips et al. 2009, Roberts 2012). Second, substantial research indicates that expressing one's true self at work increases motivation and energy (Hewlin 2003, Roberts 2005, Hewlin 2009, Phillips et al. 2009, Roberts et al. 2009, Roberts 2012, Cha et

al. 2019). This, in turn, equips employees with psychological resources to actively engage at work (Kahn 1990) and to fulfill needs such as self-worth and collective esteem (Hewlin 2003, Roberts 2005, Roberts et al. 2008, Roberts and Creary 2013). Consistent with our arguments, studies have demonstrated that authenticity is associated with work involvement (Cable et al. 2013, van den Bosch and Taris 2014) and that social identity affirmation contributes to increased organizational commitment (Roberts 2005, Cha et al. 2019, Dickens et al. 2019). Therefore, we propose:

Hypothesis 3a (H3a): Social identity affirmation mediates the relationship between authenticity climate and organizational involvement for Black employees.

Finally, consistent with our arguments about the moderating role of perspective-taking, we propose that perspective-taking by Black employees will strengthen this mediation:

Hypothesis 3b (H3b): Black employees' perspective-taking moderates the mediated relationship between authenticity climate and organizational involvement through social identity affirmation, such that the mediation is stronger when perspective-taking is higher versus lower.

Research Overview

The current research employed a mixed-methods approach (Gibson 2017) to test our proposed model (see Figure 1). We conducted two surveys and two experiments to examine our hypotheses. Study 1 surveyed Black accounting professionals. Studies 2-4 involved working adults from various industries to enhance external validity. To establish their causal impact, Study 2 manipulated authenticity climate and Study 4 manipulated perspective-taking by Black employees. Finally, Studies 3 and 4 explored social certainty as the psychological mechanism underpinning our effects.

To provide real-world illustrations for understanding the patterns identified in our studies, we also collected qualitative interviews (Kim and Miner 2007, Kapoor and Klueter 2014, Wang et al. 2021). Specifically, we conducted focus group interviews with 22 Black professionals (Round 1) and followed up with individual interviews with 14 Black professionals (Round 2). We included only participants who worked in White-majority workplaces. The first round of interviews elicited stories about how Black professionals navigated their workplace relationships, made decisions to affirm their social identities, and were involved within their organizations. To provide insight into concepts that received less attention in

the initial round, we revised the interview protocol to emphasize how Black employees perceive and respond to authenticity climates, how their perspective-taking operates, and the significance of social certainty. Section A of the Supplemental Online Materials (SOM) outlines the recruiting procedure, interview protocols, and participant demographics. Two authors read each transcript, coding for themes related to the core constructs: authenticity climates, perspective-taking, social identity affirmation, social certainty, and organizational involvement. Drawing from these themes, we offer quotes illustrating the constructs in Table 1. We also incorporate quotes at the end of Studies 1, 3, and 4 to offer vivid examples of our hypotheses.

Finally, because authenticity climates are relatively unexplored empirically within the diversity literature, we examined participants' text responses to our experimental prompts in Study 2 to understand how authenticity climates operate. We utilized a thematic analysis approach to identify recurring topics (Braun and Clarke 2019) because it is effective for uncovering new insights into less-studied phenomena (Tracy 2013) that heavily rely on individuals' sense-making (Sheep et al. 2016).

Study 1

Study 1 tested whether authenticity climate is positively associated with Black employees' social identity affirmation (H1a) and whether their perspective-taking moderates the relationship between authenticity climate and social identity affirmation (H2a). Furthermore, this study tested whether social identity affirmation mediates the relationship between authenticity climate and organizational involvement (H3a) and whether perspective-taking moderates this proposed mediated relationship (H3b). After presenting our empirical results, we provide illustrative examples of the findings from our qualitative interviews.

Participants

We recruited participants from attendees at an annual conference of the National Association for Black Accountants (NABA).[3] Over four days, 125 Black professionals (47.2% male, 48% female, 4.8% did not report; M_{age} = 34.14, SD = 9.68; M_{tenure} = 4.51, SD = 4.84) employed in White-majority firms in the U.S. participated in an online survey. In return, participants were invited to be included in a random

drawing for one of ten cash prizes. The SOM Section B summarizes the industries in which participants worked across all studies and the measures used.

Procedure and Measures

Participants rated their organization's authenticity climate and their own levels of perspective-taking, social identity affirmation, and organizational involvement.

Authenticity Climate. Participants used a 4-item scale to assess their organization's authenticity climate (Jansen et al. 2014). A sample item was "My organization allows me to be authentic (1 = strongly disagree to 5 = strongly agree). Their responses were averaged (α = .91).

Perspective-Taking. We adapted the 5-item scale from Davis (1980). A sample item was "I believe that there are two sides to every question and I try to look at them both." Participants rated the extent to which each statement described them on a scale from 0 (does not describe me well) to 4 (describes me very well), and responses were averaged (α = .70).

Social Identity Affirmation. We used a 4-item scale adapted from Roberts et al. (2008). A sample item was "I would try to represent African Americans in a positive manner." Participants were asked, "How frequently do you use each strategy?" on a scale from 0 (not at all) to 5 (always), and responses were averaged (α = .84).

Organizational Involvement. We used the 4-item scale from Myers and Oetzel (2003). A sample item was "I feel involved in this organization." Participants rated their agreement on a scale from 1 (strongly disagree) to 5 (strongly agree), and responses were averaged (α = .81).

Results

Means, standard deviations, and correlations for the study variables are shown in Table 2.[4] We ran a linear regression with authenticity climate as the independent variable, perspective-taking as the moderator, and social identity affirmation as the dependent variable. No main effects emerged for authenticity climate, b = .16, SE = .12, $t(121)$ = 1.38, p = .17, *CI 95%* [-.07, .39], or of perspective-taking, b = .02, SE = .13, $t(121)$ = .15, p = .88, *CI 95%* [-.24, .28]. However, the authenticity climate × perspective-taking interaction was statistically significant, b = .30, SE = .14, $t(121)$ = 2.12, p = .04, *CI*

95%[.02, .59], see Figure 2. When perspective-taking was higher (+1SD), a positive relationship between authenticity climate and social identity affirmation emerged, $b = .39$, $SE = .16$, $t(121) = 2.41$, $p = .02$, *CI 95%*[.07, .72]. But when perspective-taking was lower (-1SD), a significant relationship did not emerge, $b = -.07$, $SE = .16$, $t(121) = -.46$, $p = .65$, *CI 95%*[-.38, .24]. Thus, H2a was supported, but H1a was not.

Mediation Analyses. We tested our proposed mediation and first-stage moderated mediation path analysis using PROCESS in SPSS with 10,000 bootstrap resamples (cf. MacKinnon et al. 2000, Shrout and Bolger 2002, Preacher and Hayes 2004). Social identity affirmation did not mediate the relationship between authenticity climate and organizational involvement, as the confidence intervals overlapped with zero CI 95%[-.07, .39]; thus, H3a was not supported. We then tested whether the mediation between authenticity climate and organizational involvement through social identity affirmation was stronger when perspective-taking was higher. When perspective-taking was high, authenticity climate was positively associated with organizational involvement via social identity affirmation, *CI 95%*[.01, .18]. However, mediation did not occur when perspective-taking was low, *CI 95%*[-.08, .05] (see Table 3). The results supported H3b.

Study 1 provided partial support for our hypotheses. The effect of authenticity climate on social identity affirmation (H1a) and the indirect effect of authenticity climate on organizational involvement via social identity affirmation (H3a) were not significant, although they were directionally consistent with our predictions. Importantly, perspective-taking strengthened the relationship between authenticity climate and social identity affirmation (H2a) and the relationship between authenticity climate and organizational involvement via social identity affirmation (H3b).

Interview illustrations. The interview data provided examples that provide insight into our hypotheses. Illustrative of H1a, Keira described how her organization's climate, which promoted authenticity, allowed all members to be themselves. Seeing other members of her organization express their authentic selves made her feel more certain that her openness would be welcomed and comfortable sharing her true self.

They come to work as themselves, whatever that is. For example, a friend who was a vegetarian influenced the workplace in a positive way ... Okay, this person is not wasteful, so this person makes me not want to use a straw, this person makes me want to recycle and makes me not want to use paper plates and things like that. So, just showing up and helping them to see, 'Look at me, I'm a Black person who is on the South Side [of Chicago], you see me every day, you know how I roll, you talk to me, maybe that can help you better relate to Black people.

Moreover, Keira described actively taking the perspective of her colleagues, *"I don't want to misunderstand them, or you know, to simplify them all in one you know. The same way I don't want them to do [that] towards me,"* and how doing so helped her to understand her colleagues, "*I'm looking… where are the allies or who are the people who I need to stay away from.*" This provides more insight into H2a—Keira's social identity affirmations in response to her organization's authenticity climate were likely enhanced by her taking the perspective of her colleagues.

Similarly, Farrah felt that her workplace's climate of authenticity made it clear that she could affirm her identity,

> *When we went out on a firm outing for appreciation week for our particular service line and played TopGolf, they played Bobby Valentino [a Black R&B musician]. And one of my White counterparts was singing the whole song and he was like, 'I know you know this song', and I was like, 'Yeah, I know this song'. I really like to embrace the fact that this is my culture and that I'm glad they see it.*

As with Keira, Farrah's perspective-taking likely helped her to ascertain the supportive nature of her organizational climate with more certainty, "*I think that we have to try and be receptive toward whatever they're talking about.*" She further explained that her affirmations not only promoted understanding but also offered her colleagues valuable learning opportunities,

> *I think that in public accounting, that as a Black minority, that is my avenue to create [a] new perspective for them so I don't feel guilty about watching [shows like] Scandal or How to Get Away with Murder, I love [rapper] T.I. ...I don't feel guilty doing that because I know at the end of the day that I'm creating perspective for them.*

Over time, her affirmations boosted her organizational involvement, aligning with H3a and H3b.

> *I love my Blackness. I'll express it outward…and once they respect you for what you are really here for, then you can move into all these other different things ... I have begun to be completely okay with who I am, and I think that you become who you are at work, and it makes it a little bit easier.*

Study 2

Similar to Study 1, Study 2 tested H1a, H2a, H3a, and H3b, but utilized a different sample of working adults to establish generalizability. Study 2 had four additional objectives. First, whereas Study 1 provided initial correlational evidence, Study 2 aimed to offer causal evidence by manipulating organizational climate through semantic priming, a technique that has been successfully used to manipulate constructs and psychological states within social psychology and management research (e.g., Galinsky et al. 2003, see also Arnett 2023). Thus, participants were randomly assigned to recall being situated in a low or high authenticity organizational climate, after which they described their decisions to affirm their social identity and their levels of organizational involvement in their recalled organization. Second, Study 2 sought to establish that our proposed effects would be stronger in authenticity climates that are more general, as opposed to those specifically emphasizing authentic emotional expressions, as explored in previous research (Grandey et al. 2011). We argue that this difference occurs because the former is more likely to encompass displays related to social identity. Therefore, in addition to manipulating low and high authenticity climates, we also included a high *emotional* authenticity climate condition. Third, instead of using scales to measure outcome variables, participants reflected on their social identity affirmation decisions and organizational involvement. Coding these reflections helped to minimize scale response biases. Finally, we thematically analyzed participants' reflections about their organizations' authenticity climates, enabling us to gain deeper insights into their characteristics.

Participants

We recruited 169 Black working adults based in the U.S. (51.5% men, 47.3% women, 1.2% non-binary; M_{age} = 37.60, SD = 12.23) through Prolific, which provides reliable online samples (Buhrmester et al. 2011, Palan and Schitter 2018) in exchange for payment. Most participants were employed in White-majority organizations (White-majority: 84%; blended-race: 16%). Participants' average organizational tenure was approximately five years (M_{tenure} = 5.19, SD = 5.42).

Procedure and Measures

Participants were randomly assigned to one of three organizational climate conditions where they completed a critical incident recall task adapted from Arnett (2023). They then reflected upon their social identity affirmation decisions and levels of organizational involvement.

Organizational Climate Manipulation. We asked participants about experiences related to their organizational climates. In the low authenticity climate condition, we asked participants to "Please think about times when the culture in an organization you worked for *did not allow you to be authentic and express your true self.* Describe the shared workplace conventions, daily experiences, and/or specific interactions that have led you to describe your workplace culture *as not allowing you to be authentic"*. In the high authenticity climate condition, the prompt was identical except for the italicized portion, which was changed to *"allowed you to be authentic and express your true self"* and *"allowing you to be authentic."* Similarly, in the high emotional authenticity climate condition, the italicized portion was modified to *"allowed you to be authentic and express your true emotions"* and *"allowing you to express your emotions."* For each prompt, participants were asked to write at least 350 characters.

Social Identity Affirmation Reflection. Participants were then asked, "Within the organization you recalled, describe the kinds of information you typically share about yourself when interacting with White colleagues and whether you share aspects of your true self. Explain the reasons for your response, writing at least 250 characters." Two coders (*ICC(2) = .85*) rated the extent to which each participant said they revealed, affirmed, and educated others about positive aspects of themselves related to their social identity group on a 1 (not at all) to 7 (to a great extent) scale. An example coded as '1' read,

> *I really didn't try to share much about myself with Whites because I had a fear of being judged even more. I was young so I wasn't experienced with dealing with professional people yet. So, I mostly stayed in my own little quarters and only did what was requested and kept conversations to job-related things.*

An example coded as '7' read,

> *I share information about my culture, the type of music I listen to, the types of food I eat, etc. If they don't understand things about my culture, I encourage them to ask questions. I also wear clothing that express things from my culture. I do not hide or hold back anything from my white coworkers.*

Organizational Involvement Reflection. Participants were then asked, "Within the organization you recalled, how involved were you at work? Describe your experience and explain the reasons for your response, writing at least 250 characters." Two coders (*ICC(2)* = .90) rated how actively engaged and involved participants were in organizational activities on a scale of 1 (not at all) to 7 (to a great extent). An example coded as '1' read,

> *I do my work and I go home. I do not participate in "work culture" in that I don't believe work is sincerely happy to have me as a participant in its culture. I can effectively do my work without having to embrace or practice a belief system. Ours is a transactional relationship, nothing more.*

An example coded as '7' read,

> *Within the organization I recalled, I was highly involved in my work. I actively participated in team projects, took on additional responsibilities, and sought out opportunities to contribute beyond my role. My experience of being involved stemmed from a combination of personal drive, a supportive work environment, and a desire to make a meaningful impact. I was motivated to excel in my job, driven by a passion for the work we were doing. Additionally, the organization fostered a culture that encouraged employees to take ownership, be proactive, and contribute their unique skills and ideas. The supportive and collaborative nature of the workplace provided a platform for me to showcase my capabilities and take on new challenges. This involvement not only allowed me to grow professionally but also instilled a sense of purpose and fulfillment in my work, making each day rewarding and inspiring.*

Perspective-Taking Measure. Finally, we adapted the perspective-taking scale from Study 1 to create a 3-item scale (α = .86). Participants were asked to respond to the following prompt: "The following statements inquire about your thoughts and feelings about the White colleagues that you work with. For each item, indicate how well it describes you." (0 = does not describe me well to 4 = describes me very well).[5] A sample item was "I sometimes try to understand them better by imagining how things look from their perspective."

Results

Manipulation check. Two coders assessed the extent to which participants described their organizations as allowing them to express their authentic selves with regard to their social identity (1 = strongly disagree; 7 = strongly agree; *ICC(2)* = .96). As expected, a difference emerged between the three conditions, $F(2, 166) = 203.75, p < .001$. Participants in the high authenticity climate condition ($M = 6.06, SD = 1.04$) were more likely to write that their organizations allowed them to be their authentic

selves with regards to their social identity than were participants in the low authenticity climate ($M =$ 1.80, $SD = 1.27$), $t(166) = -19.30$, $p < .001$, *CI 95%*[-4.70, -3.83] and those in the high emotional authenticity climate ($M = 5.12$, $SD = 1.29$), $t(166) = -4.11$, $p < .001$, *CI 95%*[-1.39, -.49] conditions.

Effects of organizational climate and perspective-taking on social identity affirmation. Means, standard deviations, and correlations for the study variables are shown in Table 4. We performed a multi-categorical linear regression with two dummy variables for high authenticity climate and high emotional authenticity climate, using low authenticity climate as the baseline, their interaction with perspective-taking, and social identity affirmation as the dependent variable. Main effects emerged for organizational climate: participants in the high authenticity climate condition ($M = 4.50$, $SD = 1.90$) exhibited more social identity affirmation than those in the low authenticity climate condition ($M = 3.66$, $SD = 1.95$), $b =$ .80, $SE = .36$, $t(163) = 2.24$, $p = .026$, *CI 95%*[.10, 1.50]. When comparing participants in the high emotional authenticity climate condition ($M = 4.32$, $SD = 2.07$) with those in the low authenticity climate condition, the effect on social identity affirmation was marginally significant, $b = .64$, $SE = .37$, $t(163) =$ 1.72, $p = .088$, *CI 95%*[-.09, 1.37]. Moreover, a main effect of perspective-taking on social identity affirmation emerged, $b = .66$, $SE = .27$, $t(163) = 2.46$, $p = .015$, *CI 95%*[.13, 1.20]. An organizational climate × perspective-taking interaction did not emerge when comparing the low authenticity climate condition to the high authenticity climate condition, $b = -.24$, $SE = .41$, $t(163) = -.59$, $p = .557$, *CI 95%*[-1.04, .56], or to the high emotional authenticity climate condition, $b = -.32$, $SE = .41$, $t(163) = -.77$, $p =$ .440, *CI 95%*[-1.12, .49]. Thus, H1a, but not H2a, was supported.

Mediation Analyses. Next, we tested our proposed multi-categorical mediation and first-stage moderated mediation path analyses using 10,000 bootstrap resamples (see Table 5). High (versus low) authenticity climate promoted organizational involvement via social identity affirmation, *CI 95%*[.09, 1.00]; however, mediation did not occur when comparing high emotional authenticity climate to low authenticity climate, *CI 95%*[-.07, .94]. Perspective-taking did not moderate the relationship between authenticity climate and organizational involvement via social identity affirmation when comparing high to low authenticity climate (index of moderated mediation: *CI 95%*[-.72, .30]) or when comparing high

emotional authenticity climate to low authenticity climate (index of moderated mediation: *CI 95%*[-.85, .33]). Thus, H3a, but not H3b, was supported.

Study 2 provided causal evidence for the effect of authenticity climates on social identity affirmation by Black employees. Black employees reported affirming their social identity more in organizations with high authenticity climates than those with low authenticity climates (H1a) and marginally more than those with high emotional authenticity climates. Compared to low authenticity climates, high authenticity climates, but not high emotional authenticity climates, yielded greater organizational involvement via social identity affirmation (H3a). In contrast to Study 1, perspective-taking neither moderated the relationship between organizational climate and social identity affirmation (H2a) nor the relationship between organizational climate and organizational involvement via social identity affirmation (H3b). Overall, Study 2 supported the proposed direct effects of high authenticity climates, but not the proposed moderated effects of perspective-taking.

Analysis of Responses to Manipulated Prompts. To gain insight into the characteristics of authenticity climates and their influence on decisions to affirm one's social identity, we conducted an extensive analysis of participants' written responses to the manipulated prompts (see Roster 2006, for a similar method). We employed a thematic analysis approach, examining the responses within the low and high authenticity climate conditions to identify recurring topics, concepts, and patterns (Braun and Clarke 2019).[6] This approach is particularly well-suited for our data because it "allows researchers using quantitative methods to incorporate open-ended measures into their designs" (Boyatzis 1998, p. vii). As a result, it facilitates an understanding of less-studied phenomena, such as authenticity climates, that have not been a primary area of empirical investigation within the diversity management literature.

Adopting a procedure similar to that used by Kang et al. (2016) and Smith et al. (2019), one author generated a list of themes from participants' descriptions of their organizational climates. Subsequently, three authors engaged in an iterative process, moving among the descriptions, the initial themes, and existing concepts within the diversity management and authenticity climate literature. They

remained open to additional themes that emerged from the data while forming a conceptual understanding of the data. Any discrepancies in the coding process were resolved through discussion.

We developed a list of first-order thematic codes from this process that organized participants' descriptions of their organizational climates into distinct categories. These first-order codes were then further categorized into two second-order conceptual dimensions, namely 1) social identity-related interpersonal dynamics and 2) organizational support for social identity expressions. This analysis allowed for a more comprehensive understanding of the characteristics of authenticity climates and how they affect social identity affirmation. Below and in Table 6, we provide details of each conceptual dimension and thematic code in the high and low authenticity climate conditions.

Social identity-related interpersonal dynamics. This conceptual dimension refers to how the social identity of marginalized employees influenced their relationships and interactions with their non-marginalized colleagues (Dumas et al. 2008). Participants described these dynamics in three ways. The first theme was a *sense of safety in expressing one's social identity*—the extent to which participants felt they could disclose their social identity without reprimand or backlash. In low authenticity climates, participants like Terry experienced a lack of safety when expressing their true selves.

> *Being your "true self" is being vulnerable, and while some people probably wouldn't expect that in the workplace, it can be extremely needed at times. You have to figure out how to network and form relationships with coworkers and clients alike ... So, I had to put up a bit of a mask the whole time because I wasn't exactly sure who I could trust, and if there was someone, they never showed themselves to me.*

In contrast, in high authenticity climates, participants like Albert reported feeling safer, with the clarity that he did not need to downplay his social identity,

> *I used to come to work at [a retail store], hop on the truck and start blasting my music ... Now it was still a job and we still had to work but we could play music, dance, have a good time and still get the work done efficiently. I wasn't worried about anyone complaining or badmouthing me behind my back since I was allowed to do my thing as long as I was getting work done, which I always did.*

Interestingly, both Terry and Albert noted that they looked for cues from their environment about how others would react to their social identity affirmations.

Second, a difference emerged between low and high authenticity climate conditions with regard to *stereotype-based judgments*—the extent to which participants felt that colleagues stereotyped them when elements of their social identity were salient or highlighted (e.g., their appearance, behaviors, speech, or dress). For instance, Jonathan, in the low authenticity climate condition, expressed,

> *I had shoulder-length [hair] at the time in 'twists' or 'dreadlocks', It was brought to my attention that someone commented saying that my chance of recruitment for public relations endeavors shouldn't be as high due to my hair, which they personally found unkempt and messy. I was actually asked by my upper management to not be 'as ethnic and urban' as some people were made uncomfortable by it.*

Josephine, in the high authenticity climate condition, did not feel judged based on stereotypes,

> *I would say my current work culture lets me be myself freely. Our workplace is very diverse and there is no judgment on anyone about their background or race. I am able to wear my hair how I want, and dress how I want (as long as it's [sic] appropriate) and I feel no judgment from others about how I talk, my race, or anything else of that nature. Everyone accepts me for how I am and vice versa.*

Finally, a difference emerged in how *social identity-related conversations* were tolerated. In low authenticity climates, participants reported a lower acceptance for discussions about social-identity related topics, such as cultural customs or preferences. As Susannah described,

> *I've felt pressure to conform to certain workplace norms that didn't align with my true self. For example, I once worked in an office with a mandatory business attire and a passive communication style. These conventions made me feel inauthentic, and daily experiences like small talk and social events reinforced this feeling. Interactions with colleagues who didn't value diversity of thought or expression also contributed to a culture that didn't allow me to be authentic.*

Conversely, in high authenticity climates, conversations about topics related to participants' social identities were not only tolerated but embraced. As Janice recounted,

> *The organization I worked for allowed everyone to be their true self. It was very diverse, and it also allowed us as employees to learn from and respect each other. There were Jewish, Muslims, Catholics, and other religions. Being the person I am, I would always talk to those that believed differently from myself, to search for the similarities and the differences between us. It was very enjoyable. At times, we were able to agree to disagree with no harsh words ever spoken.*

Organizational support for social identity expressions. The second conceptual dimension we identified was the extent to which organizations supported marginalized employees' social identity affirmations (Roberts 2005, Burris et al. 2008, Hewlin et al. 2017, Cha et al. 2019). Participants

characterized this support in two ways. The first emergent theme was *supportive leader behavior—*

whether leaders were receptive and encouraging of social identity affirmations. In low authenticity

climates, participants described leaders who discouraged these affirmations. As Michael noted,

> *When I worked at a corporate office, I felt pressure from management and higher-ups to conform to the "corporate culture". In meetings, my opinions were often dismissed by senior-level employees. I found myself feeling like I was constantly censoring my ideas and views in an effort to maintain a professional image. The dress code was very strict, so that I felt like I had to get rid of any form of individuality or personal style. The environment I worked in felt dull and stifling, and I felt my true personality had no place in it. This made it difficult for me to put my best foot forward and be my true self, as anything outside the prescribed corporate culture was considered disruptive and unprofessional.*

Conversely, Rodney, situated in a high authenticity climate, found his superiors supportive,

> *[In] my office we are encouraged to be our authentic selves. So, from day one, I have always felt like I could be honest in my behavior and my language. It is a daily experience of feeling free to be open. We have open communication among team members, and we all enjoy each other's opinions and respect the differences we have. It starts with our leadership who created this environment for our staff.*

The second theme was the degree to which organizations established *inclusive practices and*

policies designed to ensure equal access to resources and opportunities. These practices enabled

marginalized employees to bring their full selves to work (Nishii 2012, Shore et al. 2018). In low

authenticity climates, participants like Noah, reported policies and practices that enforced conformity.

> *Employees had to strictly adhere to the rules and regulations. It prevented me from being myself almost [all of] the time, the focus was on maintaining the same kind of working environment. Ideas and opinions from employees were often discouraged or not considered in decision making since the top-level management was very focused on achieving its goals and objectives. I had to always keep mute even though I had perceptions and suggestions that could help the overall performance of the organization. This often prevented me from being myself working for this organization.*

In contrast, Micah, situated within a high authenticity climate, described policies and practices

that allowed employees to be themselves,

> *Several employees and myself proposed that the company allow Juneteenth to become a floating holiday (optional holiday) that employees can get paid time off if they want. The company was willing to listen to our request and eventually implemented. It showed the company respect and appreciated my culture. Also, it was willing to make a significant change in order to accommodate our request.*

This thematic coding of participants' written responses illuminates the characteristics of authenticity climates that facilitate social identity affirmation. The analyses revealed that high authenticity climates differed from low authenticity climates in terms of the interpersonal dynamics that Black employees experienced and the organizational support they received to be authentic. In high authenticity climates, participants reported interactions in which they felt safe expressing their social identity, did not feel judged based on stereotypes, and felt their social-identity related conversations were encouraged. Additionally, in high authenticity climates, leaders actively supported inclusiveness and authenticity and the organization had practices and policies that facilitated these values.

The thematic coding also revealed some underlying patterns related to social uncertainty. In low authenticity climates, participants expressed uncertainty about how their social identity affirmation would be received. For instance, Terry indicated that the organizational climate made it difficult for her to understand whom to trust, and similarly, Maya (referenced in Table 6) spoke of "feeling on eggshells." Additionally, because employees in low authenticity climates were often discouraged from disclosing specific aspects of their social identity, they frequently felt unsure whether they could highlight other aspects of their social identity, to whom, and under what circumstances because, for any given instance, their self-disclosures may or may not be met with censure. For example, after being advised not to be 'as ethnic and urban,' Jonathan wondered what other parts of his behavior could lead to further retribution. In contrast, employees in high authenticity climates felt more certain that expressing their true selves would be met with acceptance and encouragement rather than backlash and rejection. In sum, Study 2 cast light on the characteristics and effects of authenticity climates and suggestively raised the issue of social uncertainty as a driving psychological mechanism in participants' social identity affirmation decisions. Studies 3 and 4 quantitatively examined the role of social uncertainty in social identity affirmation.

Study 3

Studies 1 and 2 provided partial support for our hypotheses. Study 1 found evidence that the effect of authenticity climates on social identity affirmation and organizational involvement was stronger when Black employees were high on perspective-taking; however, the direct effect of authenticity climate

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 30

was not statistically significant. In Study 2, the causal effects of authenticity climate were significant, but perspective-taking did not moderate the relationship. Similar to Studies 1 and 2, Study 3 again examined the impact of authenticity climate on social identity affirmation (H1a) and whether perspective-taking strengthened this effect (H2a). We also tested whether our new proposed mechanism, social certainty, mediated these relationships (H1b and H2b). In Study 2, perspective-taking may not have moderated the effect of authenticity climates because the measure was collected after assessing our outcome variables; therefore, we assessed perspective-taking before measuring our outcome variables. As in Study 1, we used our qualitative interviews to help illustrate our findings.

Participants

We recruited 227 Black employees in various industries (36.6% men, 62.1% women, 1.3% prefer not to say; M_{age} = 38.74, SD = 10.45) based in the U.S. through MTurk and Prolific in exchange for payment. Most participants were employed in White-majority organizations (White-majority: 81.5%; blended-race: 18.5%) for approximately seven years (M_{tenure} = 6.94, SD = 6.16).

Procedure and Measures

Participants rated their organization's authenticity climate and their own levels of perspective-taking, social certainty, and social identity affirmation.

Authenticity Climate. Participants responded to the same scale from Study 1 (α = .91).

Perspective-Taking. Participants responded to the same scale from Study 2 (α = .76).

Social Certainty. We developed a 5-item measure to assess participants' certainty when navigating their organizational relationships.[7] Sample items included "I know how to navigate social interactions in my organization" and "I know whom I can trust in my organization." Participants rated their agreement from 1 (strongly disagree) to 5 (strongly agree) and responses were averaged (α = .73).

Social Identity Affirmation. Participants responded to a similar scale from Study 1 (α = .86). We revised the instructions, asking participants to "Imagine your future interactions with your White colleagues" and to consider "How often would you behave in the ways listed below?" An example behavior was "I would try to represent Blacks in a positive manner." (1 = not at all to 6 = always).

Results

Means, standard deviations, and correlations for the study variables are shown in Table 7. We ran a linear regression to test the effects of authenticity climate and perspective-taking on social identity affirmation. Main effects emerged for both authenticity climate (supporting H1a), $b = .35$, $SE = .09$, $t(223) = 4.08$, $p < .001$, $CI\ 95\%$[.18, .52] and perspective-taking, $b = .45$, $SE = .10$, $t(223) = 4.26$, $p < .001$, $CI\ 95\%$[.24, .65]. The authenticity climate × perspective-taking interaction was in the predicted direction, but not statistically significant, $b = .16$, $SE = .10$, $t(223) = 1.66$, $p = .098$, $CI\ 95\%$[-.03, .35]; see Figure 3. Thus, H1a was supported, but H2a was not supported.

Mediation Analyses. Authenticity climate promoted social identity affirmation via social certainty, 95% CI [.002, .15], supporting H1b. However, the mediation was not stronger when perspective-taking was higher versus lower. Thus, H2b was not supported (see Table 8).

Interview illustrations. The experiences of our interviewees also speak to our findings on social certainty. For instance, Emmett described his organization's climate as discouraging authentic behavior,

> *We have had panel discussions with partners…and some of the stuff they were saying…what I took from them was, 'Don't be the things that you might have grown up to be, what you may just be naturally.'*

This left Emmett uncertain about how he should behave around his colleagues,

> *As a Black male, we are already physically intimidating, so you don't want to be seen as too imposing…Don't be too loud, be mindful of the way that you speak… And you get home from work, and you are like 'huh', it has got to the point where, I am who I am, I am going to do the best that I can do, but it is like, 'What do you want me to come [to work] looking like? Donald Trump?'*

Consequently, Emmett did not feel comfortable affirming his social identity,

> *I kind of feel bad about admitting this but when [coworkers] started inviting me to lunch, and if I drove, I would turn it to another station, I would turn it to NPR or talk radio, I would not listen to what I would normally play or when I pulled into the parking lot, I would roll my windows up or turn my music down.*

On the other end of the spectrum, Anthony described his organization's climate as allowing him to be himself, "*In [my] organization, it's very open and accepting to all things.*" He also characterized himself as someone who actively takes the perspectives of others,

I've been raised on military bases and been around people from all different cultures, so I always try to see from their perspective. Probably 100% of the time, because everyone, even people in my family, we all have different ways that we see a situation.

Anthony then expressed certainty that he would not be judged for affirming his social identity,

And I say that because I'm a Black gay man and I don't have to hesitate whatsoever to talk about my relationship or what's going on in life, as no one, no one judges.

These quotes suggest that authenticity climate may motivate Black employees' social identity affirmation by offering them more certainty about how managers and colleagues might respond to their affirmations. The quantitative findings in Study 3 provide support for our hypotheses. First, authenticity climate was positively associated with social identity affirmation (H1a). Second, this relationship was mediated by social certainty (H1b). However, while directional, perspective-taking did not moderate the direct effect and the mediated link between authenticity climate and social identity affirmation (H2a and H2b). Finally, the illustrative quotes provide further nuance into the proposed dynamics by highlighting the central role of social certainty.

Study 4

Our prior studies provided correlational evidence that perspective-taking by Black employees moderates the link between authenticity climates and their social identity affirmation. Study 4 manipulated perspective-taking to demonstrate its causal role. As in Study 3, we examined the effect of authenticity climates on social identity affirmation (H1a), whether perspective-taking strengthened this effect (H2a), and whether social certainty mediated these proposed relationships (H1b and H2b).

Participants and Procedure

We recruited 227 Black working adults working in various industries (55.1% men, 44.5% women, .4% non-binary; $M_{age} = 34.57$, $SD = 8.48$) based in the U.S. through MTurk and Prolific in exchange for payment. Most participants were employed in White-majority organizations (White-majority: 85%; mixed-race: 15%). The average organizational tenure was about six years ($M_{tenure} = 5.71$, $SD = 5.75$). Participants first rated their organization's authenticity climate. We then manipulated their perspective-taking and measured their levels of social certainty and intended social identity affirmation.

Authenticity Climate. The same scale from Studies 1 and 3 was used (α = .94).

Perspective-Taking Manipulation. Adapted from past research (Galinsky et al. 2008, Wang et al. 2018), half of the participants were randomly assigned to the *control condition*. They were instructed to "please compose a brief passage describing a typical interaction with the White colleagues that you work with." The other half were assigned to the *perspective-taking condition*, given the same instructions and also told, "When constructing the passage try to take their perspective. That is, go through the interaction in their shoes, as if you were them." All participants were asked to take 3-5 minutes to complete their passages.

Social Certainty. Participants responded to the same scale from Study 3 (α = .85).

Social Identity Affirmation. Participants responded to the same scale from Study 3 (α = .82).

Results

Means, standard deviations, and correlations for the study variables are shown in Table 9. A main effect emerged for authenticity climate on social identity affirmation, b = .27, SE = .11, t(223) = 2.50, p = .013, *CI 95%*[.06, .48], but not for perspective-taking on social identity affirmation, b = -.10, SE = .16, t(223) = -.66, p = .511, *CI 95%*[-.42, .21]. The authenticity climate × perspective-taking interaction was statistically significant (b = .69, SE = .21, t(223) = 3.30, p = .001, *CI 95%*[.28, 1.10]); see Figure 4. In the perspective-taking condition, a positive relationship emerged between authenticity climate and social identity affirmation, b = .96, SE = .18, t(223) = 5.35, p < .001, *CI 95%*[.60, 1.31]. This relationship was weaker in the control condition, b = .27, SE = .11, t(223) = 2.50, p = .013, *CI 95%*[.06, .48]. Thus, H1a and H2a were supported.

Mediation Analyses. Supporting H1b, authenticity climate was positively associated with social identity affirmation via social certainty, b = .28, SE = .07, *CI 95%*[.15, .44]. This mediation was moderated by perspective-taking, supporting H2b. For employees in the perspective-taking condition, authenticity climate was positively related to social identity affirmation via social certainty, b = .44, SE = .12, *CI 95%*[.22, .70]. However, this mediation was weaker for employees in the control condition, b = .23, SE = .07, *CI 95%*[.10, .39] (see Table 10).

Interview illustrations. Similar to Studies 1 and 3, the interviews illustrated our quantitative findings, indicating that participants who engaged in perspective-taking may be better positioned to discern friends from foes and predict the dynamics of their future interactions with colleagues. For example, Taylor noted,

> *I do try to work pretty hard to try and understand who they are, their background ... I listen very carefully around how they speak and how they talk about themselves. And then I step back ... I watch and I listen hard and that's how I kind of just decide.*

Similarly, Malik reflected,

> *I think as you talk with people you can definitely get kind of an understanding of where they're coming from and their viewpoints and perspectives, and so I think that definitely influences who you choose to get close with.*

Hailey felt that her perspective-taking helped her delve deeper into comprehending others,

> *I think [perspective-taking] allows me to grow and, if I can see something from someone else's point of view, could be something that I might never have considered. And it makes me kind of take a step back and say, 'Oh, I never thought of it that way.' And then, it helps me to be, you know, more open to maybe ask questions like, 'Why do you feel that way?' or 'How did you come to that decision?' or 'How did you come to that perspective?' Seeing things from a different point of view, if anything, it makes you think.*

Xavier also highlighted how engaging in perspective-taking enabled him to anticipate how his colleagues would react more accurately,

> *For me [taking the perspective of work colleagues] affects me in a good way, because I have a good paradigm, where you see you can actually predict what they want to do before something happens, you can predict what is going to happen.*

Study 4 manipulated perspective-taking and confirmed its causal moderating role. Moreover, the interviews suggested that perspective-taking by Black employees helped facilitate their understanding of the social cues within their White-majority environment, leading to more accurate perceptions and predictions of how their colleagues would act and react. Studies 3 and 4 suggested that authenticity climates, in conjunction with Black employees' perspective-taking, bolster their social certainty, ultimately leading to their social identity affirmation.

GENERAL DISCUSSION

Expressing one's social identity is beneficial for developing a positive self-image and enhancing psychological well-being. At the same time, Black employees often hesitate to highlight their social identity due to uncertainty about whether their social identity affirmations will be well-received or socially rejected by others. We argue that this social uncertainty lies at the root of the dilemma for Black employees who decide if they should highlight their social identity at work. Specifically, we identify social uncertainty as a fundamental psychological barrier in the complex calculations Black employees make regarding self-disclosure decisions. Highlighting social uncertainty allowed us to examine two factors for mitigating this social uncertainty: the organizational factor of authenticity climates and the psychological process of perspective-taking by Black employees. By increasing social certainty, we proposed that these factors could increase Black employees' social identity affirmation and organizational involvement.

Four quantitative studies, enhanced by vivid illustrations from our qualitative interviews and a thematic analysis of text responses, offered evidence and insights that authenticity climates and perspective-taking by Black employees foster their social identity affirmation and organizational involvement by reducing social uncertainty. This mediated both these direct and moderated effects. Finally, our thematic analysis of text responses to our experimental prompts provided the foundations for understanding the characteristics of authenticity climates that facilitate social identity affirmation.

Theoretical Contributions

The current research makes several contributions. First, we introduce social uncertainty as a psychological mechanism that explains why Black employees struggle with the decision of whether to express their true selves at work. Although this dilemma has long been recognized and discussed, explicitly introducing social uncertainty into the discourse offers a parsimonious and unifying theoretical lens for understanding why Black employees may be reluctant to engage in social identity affirmation. By shifting our focus to the desire of Black employees to act authentically and identifying social uncertainty as a key psychological barrier, our research, along with future studies, can explore novel solutions to influence social identity affirmation by Black employees. Recognizing social uncertainty as a prevailing

concern among Black employees led us to offer authenticity climates and their perspective-taking as potential catalysts for affirming their social identity.

Following our focus on social uncertainty, our second contribution is the introduction of authenticity climates as a promising approach to diversity management. Although the diversity literature has long acknowledged the dilemma marginalized employees face between the need to downplay their identity and the desire to be authentic, past empirical research has primarily focused on encouraging organizational policies and climates aimed at reducing social disparities and integrating marginalized employees socially. Such efforts have often centered on implementing personnel practices, such as increasing minority representation, introducing training to reduce bias against marginalized employees, and exploring ways to harness the benefits of diversity (Ely and Thomas 2001, Pless and Maak 2004, Loyd et al. 2013, Mor Barak 2015, Dobbin and Kalev 2016, Chang et al. 2019). Unfortunately, these policies have had mixed results, with some creating backlash toward these employees (Konrad et al. 1992, Dobbin and Kalev 2016, Chang et al. 2019).

Moreover, these efforts have overlooked the psychological experience of marginalized employees and instead focused on policies that emphasize the economic benefits of diversity (Roberts 2005, Blader and Yu 2017, Cha et al. 2019, Ely and Thomas 2020). In contrast, we highlight the psychological experience of social uncertainty during Black employees' self-disclosure decisions. By examining how authenticity climates provide Black employees greater social certainty, we clarify the organizational conditions that can encourage social identity affirmation and organizational involvement. In so doing, we offer organizational pathways to enhance marginalized individuals' respect and relational closeness, which may fulfill their "needs for self-definition, meaning, uncertainty reduction, and optimal distinctiveness" over time (Blader and Yu 2017, p. 810).

Relatedly, we contribute to the research on organizational climates and authenticity climates. Past research has demonstrated the benefits of authenticity climates in the context of emotion management. Yet, it has paid little attention to how these conceptualizations of authenticity climates might not fully capture the nuanced complexities faced by employees from marginalized groups. In contrast, we

broadened the conceptual lens of authenticity climates, which signals that everyone, including Black employees, can "peel off their masks" (Roberts et al. 2009). Importantly, our thematic coding of participants' written responses to the authenticity climates manipulations in Study 2 provides the basis for understanding the characteristics of authenticity climates that facilitate social identity affirmation. These findings also clarify how our conceptualization of authenticity climates differs from prior research on pro-diversity and inclusion climates.

Finally, to complete our understanding of social uncertainty, we also considered the perspective-taking of Black employees. We found that their perspective-taking strengthened the relationship between authenticity climates, social identity affirmation, and organizational involvement by helping them ascertain the supportive nature of such climates with greater certainty. By expanding the scope of perspective-taking beyond its almost exclusive focus on non-marginalized members, we offer a corrective focus on perspective-taking by individuals from marginalized groups. In so doing, our research highlights that the psychological experience of Black employees is fundamentally different from that of their White counterparts. Namely, we cannot assume that the same mechanisms and effects will occur when Black employees take the perspective of their White colleagues. Our findings emphasize that perspective-taking presents one way in which marginalized individuals have agency in shaping their own social identities (Roberts and Creary 2013).

Although one of our goals was to provide marginalized individuals with agency, we reiterate that we do not believe that the onus for improving workplace interactions and experiences falls on the shoulders of marginalized group members. For instance, perspective-taking comes more naturally to some than to others. Indeed, some of our interviewees indicated that the process of perspective-taking was effortless for them and that they naturally took the perspective of all those around them. In contrast, other interviewees expressed that they were constantly taking the perspective of their White colleagues, which was exhausting (see SOM Section C, for illustrations).

Limitations and Future Directions

As with all research, our studies have limitations that should be considered. Whereas Study 2 manipulated participants' perceptions of their organizational climate and Study 4 manipulated their perspective-taking to establish their causal roles, Studies 1-3 relied on self-reported responses collected at a single time point. This approach could lead to common source bias and does not rule out the possibility that some of our constructs might overlap. For example, participants' ratings of their organization's authenticity climate and their rating of their own social identity affirmation could be criticized for potentially capturing the same construct; importantly, the correlation between authenticity climates and social identity affirmation did not exceed 0.31 across our studies, suggesting that these two constructs are distinct. However, future studies could delve deeper into these constructs, examining their distinctions in greater detail.[8] Moreover, although our quantitative studies captured intentions rather than actual decisions to affirm one's social identity, our qualitative investigations did provide vivid behavioral examples. To further mitigate these concerns, future research could use experience sampling methods, quasi-experimental designs, or manager-controlled interventions (Grant and Wall 2009, Beal 2015, Greenbaum et al. 2021). Despite these empirical limitations, we believe that the consistency of effects using a mixed-methods approach contributes theoretically and practically to understanding the lived workplace experiences of Black employees.

Another limitation that presents opportunities for future research is that our studies focused exclusively on Black employees. This opens the door to testing the generalizability of our findings to members of other marginalized groups. Research shows that members of various marginalized groups who also encounter workplace discrimination (Kang et al. 2016, Zou and Cheryan 2017), harbor concerns about revealing their social identity (Phillips et al. 2009). However, stigmas attached to different marginalized groups vary (Zou and Cheryan 2017). For instance, the stigma associated with invisible social identities, like LGBTQ+ identities, can be easier to downplay (Clair et al. 2005). As a result, employees in these groups may opt to conceal their identities, even in climates that embrace authenticity. Supporting this, one study found that one-third of female employees hid their pregnancies during the first trimester to preserve their professional images (Little et al. 2015). Another notable difference is that

authenticity climates may have less of an impact on disclosure decisions of Asian employees, particularly South Asian employees, who are typically viewed as possessing higher status and more leadership traits compared to other marginalized groups (Ho and Jackson 2001, Maddux et al. 2008, Lu et al. 2020). Because emphasizing their identities carries less risk, South Asians may disclose more regardless of the organizational climate.

Future research can also further refine the construct of authenticity climates. Our conceptualization views this climate as encouraging all employees to feel that they can express their true selves in pro-social ways, aligning with the broader assumptions of the authenticity literature. Recently, however, practitioners have highlighted a potential dark side of authenticity climates and leadership (Schrage 2015, Chamorro-Premuzic 2020, Bailey et al. 2021)—namely, that encouraging authenticity might inadvertently promote anti-social behaviors. For instance, while authentic, Steve Jobs' behavior was viewed as abusive (Schrage 2015), and Donald Trump, considered an authentic leader (Baldoni 2016), is believed to have spread conspiratorial rhetoric. Thus, future research should aim to delineate types of authenticity climates that either facilitate or hinder different forms of social identity affirmation and organizational involvement of marginalized employees.

Relatedly, future research should understand the nuances of different organizational climates. Our work examined Black employees' social certainty and social identity affirmation, resulting in our focus on authenticity climates. However, it is noteworthy that our approach was inspired by previous research on pro-diversity climates, which encourage fair personnel processes and the integration of marginalized employees into the organization (Kossek and Zonia 1993, McKay et al. 2008), as well as inclusion climates characterized by equitable employment practices, the inclusion of marginalized employees in decision-making, and their social integration (Kossek and Zonia 1993, McKay et al. 2008). Future research could consider how these organizational climates, each with distinct focuses, may or may not yield similar effects on social certainty and social identity affirmation.

Given its benefits, future research could explore antecedents to and additional consequences of perspective-taking. Although our work focused on how Black employees' perspective-taking strengthens

the effects of authenticity climates, the research could examine how authenticity climates affect perspective-taking. These climates may prompt perspective-taking by encouraging the acceptance of others' self-expressions. Indeed, our correlational studies found a positive association between authenticity climates and Black employees' perspective-taking, with *r's* ranging from .17 and .22.

Future research could also explore how perspective-taking may encourage a future orientation (Zimbardo and Boyd 1999). An analysis of the response patterns in Study 4 suggests that participants in the perspective-taking condition may be more inclined to consider long-term perspectives than those in the control condition. For instance, Sam and Robin, both situated in high authenticity climates, exhibited different orientations toward the future. In the perspective-taking condition, Sam considered his future interactions, stating that his colleagues "*are friendly and communicate with me in ways that show no aggression. After speaking with me and understanding I'm not crazy, they will usually smile and look forward to finding more out in the next interaction*." In contrast, in the control condition, Robin was more focused on the present, stating, "*Our organization is in the logistics industry, so our interactions with White colleagues are the same as everyone else. 'Please pass along the documentation needed to collect the cargo, so we can get it delivered to our clients*.'" This pattern of future orientation aligns with our theory that perspective-takers are better at considering and predicting others' future states and responding to an organization's authenticity climate.

Finally, as perspective-taking helps individuals navigate their environments, it may help marginalized individuals recognize when proclamations of authenticity are sincere or merely lip service. Recent studies suggest that while some organizations proclaim a commitment to diversity by recruiting and hiring marginalized job applicants, their actual climates may not genuinely accept these individuals' displays of their social identity (McKay and Avery 2005, Wilton et al. 2020). For example, Xavier observed, "*There are policies that people should be themselves but...[the climate] they want to portray, you can see it's not what they actually mean. ... I'm not actually expressing myself 100%, probably at 70[%].*" Unfortunately, these misleading claims can reduce a sense of belonging (Wilton et al. 2020) and increase turnover (McKay and Avery 2005). Perspective-taking may offer one way for marginalized

individuals to discern whether their organizations' climates truly allow for authenticity, enabling them to make more strategic decisions about whether to stay or leave their organizations.

CONCLUSION

The current research begins by highlighting the psychological challenges marginalized employees face as they attempt to express their true selves in the workplace. By appreciating the social uncertainty Black employees experience when making self-disclosure decisions, we demonstrate that authenticity climates enable them to affirm their social identities and become more involved in their organizations, a relationship reinforced by their perspective-taking. Importantly, these effects arise from a sense of social certainty attained within their organizations. These findings provide valuable insights into how marginalized employees navigate their organizational environments.

Table 1

Illustrative Quotes of Core Constructs

Construct	Definition	Level	Illustrative Quote
Authenticity Climate	An organizational climate that encourages employees to feel and act in line with their true selves	Low	I feel like some years ago it was not acceptable for you to have your natural hair in its state and go into an interview and expect to get a job… It was unkempt … I heard somebody say that and she was the Diversity and Inclusion person. And it ruffled my feathers, because I was in the beginning stages of my hair journey, my natural hair journey. (Edward)
			I'm a huge Kendrick Lamar fan. ... And I remember them coming to me and again asking me these questions about hip hop and used him as an example, but not asking me in a genuine informational seeking way, but trying to be funny, you know ... They were just like making fun of the repetitiveness of the song, the beat and how they characterize it as demonic because it was kind of a dark, hard beat .... I love Black music and it's very therapeutic to me, so when you take something that's therapeutic to me and you make fun of it, that's so disrespectful. (Sue)
		High	I can be myself [in this group] and people are encouraging me to be myself because they're being their selves. [As compared to] in a[nother] group with a whole bunch of people just trying to fit the mold of somebody else, it's not gonna work … You don't want to fit in somewhere where it's like, 'We didn't make it for you to fit in here.' But, with the new group it's like, 'We don't have a mold. It's just come as you are, get it done, and we all expect you to be good at it, you know you're good at it, so just flourish.' (Isabel)
			I would say [my organization is] very encouraging, especially since, in our current climate, like the state of the world, this past year and a half has been a lot of social injustices that have been going on. And just being able to be open to speak about those things, and the fact that they're actually being acknowledged and not just brushed upon, is something I've never experienced...I never expected we'd be able to have actual department meetings where we're discussing race, we're discussing all the injustices, conversations are actually being had and how we can help educate one another. We feel like we're being seen. I think that these conversations are necessary. (Gabrielle)
Perspective-Taking	The cognitive process of actively considering another's viewpoint	Low	I really don't give a crap [about taking their perspective]. I'm here to do a job and I made my schedule early, so I don't have to deal with people for a good hour and a half before they come… [my co-workers] start at 8:30 and they are chatting... so I wear headphones, I wear headphones. (Brianna)
			We really don't have anything in common. And I'm not even going to try [to take their perspective], why would I? ... I just don't like that we are always the one that have to cross the bridge, they don't ever try to cross the bridge and come get to know us and find a commonality with us, I really don't like that. (Hilda)
			I almost don't even feel like I have to necessarily put myself in in their shoes. Because their perspective is so limited, usually like that there's nothing necessarily to gain from that and it's not it's not a perspective that's hard to understand either. (Chloe)
		High	I always try to ask more questions and try to understand where people are coming from, because we all come from a different place … we all have different experiences, we all hold different perspectives, and we should value all those positions and perspectives, even if they're unlike your own. (Malik)
			I know I do the work, and I know I'm a good person, and I know I try to see other perspectives. (Sue)
			It comes to the point where that's where you understand people and where they're coming from. (Abraham)
			I feel like, personally, I try to see everyone's perspective, whether it be from a White perspective or Black perspective ... It's not anything that I feel like I have to really try to do…I don't feel like I've had to make any extra effort to see someone's perspective, because they are White or because there are female or because they're male, I feel like it's just something that I tried to do in every situation, whether it be work-related or something with an acquaintance or something with a friend. (Hailey)

Table 1 continued

Construct	Definition	Level	Illustrative Quote
Social Identity Affirmation	Authentic expressions that entail expressing, affirming, and educating others about positive aspects of one's social identity group	Low	The way my mom taught us, I guess I've been putting on a different face the whole time, even before I knew I had to put on a different face. (William)
		High	I intentionally wore my hair natural [in a kinky hair style that is emblematic of many Black people's natural hair state], and intentionally did not straighten my hair, especially in boardrooms, 'cause I was like, 'Either you gonna fire me or you gonna see me.' (Barbara)
Social Certainty	The degree to which one's certainty about (i.e., their ability to precisely predict) one's own future states and actions depends on one's certainty of the states and actions of others	Low	I also feel like everyone is like a statue. They're not themselves. You don't get a feel of what everyone is saying, if it's genuine. (Debra)
			I feel like I have a lot of potential with a lot of people. I guess I'm just afraid to let them see the other side. If I invite them to my family cookout, is the judgment or the questions that are gonna come from, "Oh, well why did they do this?" or "Your uncle was on drugs, blah blah blah!" These are hypotheticals. (Isabel)
			It's sad to say you're supposed to go out of your comfort zone, but you have to have that comfort zone to be able to have that person to tell you, "Am I crazy, or not crazy? Am I reading into this wrong, or am I not reading into this wrong?" (Jamal)
		High	I think it's probably a mutual awkward tendency between the majority counterparts and the minority counterparts in trying to figure out who you are and 'can I relate?' So, I think it's not until you figure out who both sides are. Then we can be cool. (Georgia)
			It's taken time to learn… but I feel like I know who would be more beneficial and who should not be in my conversation. …even on my personal team, I know that there's one person on my team, and I could talk to him about everything versus other people, I don't know if I have that level of trust with them… You want to make sure that whatever you say is not misinterpreted or misconstrued to affect your reputation, right? (Gabrielle)
			I'm keen on sincerity, but I'm also keen on knowing what I'm observing, so I'll know how to respond…I pay attention to my gut and if I'm feeling uncomfortable, I'm going to use precaution in judgement…I'll just lean back…you know, fall back. (Josie)
Organizational Involvement	The degree to which one's self-image is tied to the organization and its performance and the degree to which one actively participates in organizational activities.	Low	If you weren't part of the all-boys club, you weren't gonna make it in that group. You were just pretty much stuck. …For the African Americans, I feel like we got the shorter end of the stick at the firm, and we didn't get to make it to where we needed to go… If you were part of the all-boys club, I don't think it was a transactional relationship. I think that they had a relationship to help each other continue to move ahead. (Isabel)
		High	I feel like [social identity affirmation] makes me enjoy what I do more… it kind of makes the difference for me that you're able to actually have people that listen to you, that hear what you have to say, and also are asking what can we do to help things get better. (Gabrielle)

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 44

Table 2

Study 1 Descriptive Statistics and Correlations among Study Variables

Variables	Mean	SD	1	2	3	4	5
1. Authenticity climate	3.94	0.87					
2. Perspective-taking	2.73	0.77	.22*				
3. Social identity affirmation	3.37	1.12	.12	.06			
4. Organizational involvement	3.92	0.75	.53*	.27*	.37*		
5. Age	34.13	9.68	-.06	.03	-.04	.00	
6. Gender	—	—	.04	-.06	-.03	-.13	.05

Note: $N = 125$. SD = standard deviation. *$p < .05$. Gender coded as 0 = man, 1 = woman. Participants who did not report their gender were excluded from the gender correlations.

Table 3

First Stage Moderated Mediation Path Analysis for Organizational Involvement, Study 1

	Social Identity Affirmation					
Mediator variable model	**B**	**SE**	**t**	**p**	**95% CIs**	**R²**
Constant	3.32	.10	32.98	< .001	[3.12; 3.52]	
Authenticity Climate (AC)	.16	.12	1.38	.17	[-.07; .39]	
Perspective-taking (PT)	.02	.13	.15	.88	[-.24; .28]	
AC x PT	.30	.14	2.12	.04	[.02; .59]	
						.05
Dependent variable model	**Organizational Involvement**					
Constant	3.23	.17	18.75	< .001	[2.89; 3.57]	
Authenticity Climate	.42	.06	6.75	< .001	[.30; .54]	
Social Identity Affirmation	.20	.05	4.22	< .001	[.11; .30]	
						.37
Conditional Effect	**B**	**Boot SE**			**95% CIs**	
Low perspective-taking (-1SD)	-.01	.03			[-.08; .05]	
Mean-level perspective-taking	.03	.02			[-.01; .10]	
High perspective-taking (+1SD)	.08	.05			[.01; .18]	
Index of moderated mediation	**Index**	**Boot SE**			**95% CIs**	
	.06	.04			[.0004; .14]	

Note. N = 125. Reported regression coefficients are unstandardized; *SE* = standard error. 95% confidence intervals (*CIs*) were calculated based on 10,000 resamples. 2-tailed t-tests.

Table 4

Study 2 Descriptive Statistics and Correlations among Study Variables

Variables	Mean	SD	1	2	3	4	5	6	7
1. High authenticity climate (AC)	—	—							
2. High emotional authenticity climate (EAC)	—	—							
3. Perspective-taking	4.15	0.89	.04	.02					
4. Social identity affirmation	4.15	1.99	.22*	.16	.23*				
5. Organizational involvement	4.67	1.60	.22*	.18	.34*	.84*			
6. Age	37.60	12.23	.02	.08	.01	.05	.00		
7. Gender	—	—	-.03	-.10	-.15*	-.14	.02	.11	
8. Workplace racial breakdown	—	—	.02	.08	.05	.13	.10	-.07	.02

Note: $N = 169$. SD = standard deviation. $*p < .05$. Organizational climate conditions coded as 0 = low authenticity climate, 1 = high authenticity climate, 2 = high emotional authenticity climate. For both high emotional authenticity climate and high authenticity climate variables, the reference group was low authenticity climate. Gender coded as 0 = man, 1 = woman. Participants who did not identify as a man or a woman were excluded from the gender correlations. Workplace racial breakdown coded as 0 = blended-race, 1 = White-majority.

Table 5

First Stage Moderated Mediation Path Analysis for Organizational Involvement, Study 2

Mediator variable model	*B*	*SE*	*t*	*p*	*95% CIs*	*R²*
	Social Identity Affirmation					
Constant	3.69	.25	14.64	< .001	[3.19; 4.18]	
High Authenticity Climate (AC)	.80	.36	2.24	.03	[0.10; 1.50]	
High Emotional Authenticity Climate (EAC)	.64	.37	1.72	.09	[-0.09; 1.37]	
Perspective-taking (PT)	.66	.27	2.46	.02	[0.13; 1.20]	
EAC x PT	-.24	.41	-0.59	.56	[-1.04; 0.56]	
AC x PT	-.32	.41	-0.77	.44	[-1.12; 0.49]	
						.09
Dependent variable model	**Organizational Involvement**					
Constant	1.79	.17	10.63	< .001	[1.46; 2.12]	
High Authenticity Climate (AC)	.14	.16	0.87	.39	[-0.18; 0.46]	
High Emotional Authenticity Climate (EAC)	.15	.17	0.91	.36	[-0.18; 0.48]	
Social Identity Affirmation	.67	.03	19.66	< .001	[0.60; 0.74]	
						.71
Conditional Effect for AC	*B*	*Boot SE*			*95% CIs*	
Low perspective-taking (-1SD)	.68	.32			[0.11; 1.37]	
Mean-level perspective-taking	.54	.23			[0.09; 1.00]	
High perspective-taking (+1SD)	.40	.33			[-0.27; 1.02]	
Index of moderated mediation	*Index*	*Boot SE*			*95% CIs*	
	-.16	.26			[-0.72; 0.30]	
Conditional Effect for EAC	*B*	*Boot SE*			*95% CIs*	
Low perspective-taking (-1SD)	.62	.36			[-0.07; 1.37]	
Mean-level perspective-taking	.43	.25			[-0.07; 0.94]	
High perspective-taking (+1SD)	.25	.36			[-0.47; 0.95]	
Index of moderated mediation	*Index*	*Boot SE*			*95% CIs*	
	-.21	.30			[-0.85; 0.33]	

Note. N = 169. The reported regression coefficients are unstandardized. SE = standard error. 95% confidence intervals (CIs) were calculated based on 10,000 resamples. Two-tailed t-tests. Organizational climate conditions were coded as 0 = low authenticity climate, 1 = high authenticity climate, and 2 = high emotional authenticity climate. For both high emotional authenticity climate and high authenticity climate variables, the reference group was low authenticity climate.

Table 6

Thematic Coding Analysis of Authenticity Climate, Study 2

Second-order conceptual category	First-order thematic code	Authenticity climate	Illustrative Quote
Social identity-related interpersonal dynamics	Safety in expressing one's social identity	Low	We had to start wearing certain clothing and change hairstyles to make them happy this made me unhappy and uncomfortable and me not being myself it made me rethink my job and my leadership role within this company. How can I show my leadership skills if I can't be honest about how I feel constantly feeling on eggshells, all to make other people feel like this is how an office is supposed to be ran. People should be able to be themselves without having to change one thing about who they are and what makes them different (Maya)
		High	We have our comfort zones, and they allow you to be that way. I love how we have such a mix of people. Everyone is friendly and no one gets in trouble for being their true selves. (Tanya)
	Stereotype-based judgments	Low	Even though I am a college-educated nerd, they still expect me to get loud and ghetto in the break room or something. This never ends, and I have learned to be fake, nice, non-threatening, and very, very distant at work. (Alisha)
		High	I worked at a daycare. They wanted us to be our true self with respect to the children. They encouraged the diversity of the classroom and wanted each person's individual nature to show. During each holiday they encouraged the children's parents to bring something to share with the classroom. Everyone would sit around the circle and listen to stories and learn cultural traditions. (Tavi)
	Social-identity related conversations	Low	My workplace culture did not allow me to be myself when I wanted to share with the marketing department on better ways to attract African Americans ... I gave suggestions that would help to acquire more diverse clients, but [they] were not taken seriously (Taylor)
		High	We were having an open discussion about our beliefs and customs. We wanted to encourage diversity among the workforce and had a meeting about how to do that. Everyone wanted open, honest opinions about it. I had a chance to share my beliefs and challenges that I face as an African American. It was a nice change of pace as I didn't have to mince words or dance around the issues. I had a chance to genuinely speak about things that relate to me. (Harvey)
Organizational support for social identity expressions	Supportive leader behavior	Low	Most of the employees enjoyed the music [I listened to], but there were a few that started to complain, and the boss made me stop listening to my favorite music on the job so me and other coworkers felt that we were being forced to be inauthentic. (Henry)
		High	The shared workplace fostered an environment of sharing and that everyone's differences made the team better and stronger, so we were all encouraged to be our authentic selves as everyone contributes to the end goal. We all openly communicated, respected, and valued each other's input and different perspectives on problem solving. We had weekly or biweekly short sessions to address any discord and ideas. Our manager/supervisor led with an open mind and by example. Interaction with him was laid back and informal, he attended the sessions as well as initiating meetings if we needed to speak privately about matters. He was an advocate for our team, speaking up and believing in us. (Tyrese)
	Inclusive practices and policies	Low	I felt I was not allowed to be my authentic self when it was time to throw a party and me being in charge of music, they wouldn't let me play all that I wanted to and made sure to go over the list of songs that I was going to play and I was even offered songs that I should play. It's like if I am going to be in charge of music, let me play what I want and what I think is fair for everyone to enjoy. (Carol)
		High	There was a time when some hairstyles were mostly not allowed at my workplace. So, a few of my co-workers with whom I share the same minority decided to see the management and have some discussions about that. They agreed and allowed all hairstyles for women, they allowed us to be our true selves which is a very good thing. They have also set a time period where all minorities can dress to represent the culture they belong to, to educate everyone about each other's cultures (Alicia)

Table 7

Study 3 Descriptive Statistics and Correlations among Study Variables

Variables	Mean	SD	1	2	3	4	5	6
1. Authenticity climate	3.95	1.03						
2. Perspective-taking	3.99	0.84	.22*					
3. Social certainty	4.08	0.58	.43*	.27*				
4. Social identity affirmation	4.36	1.40	.30*	.32*	.24*			
5. Age	38.74	10.45	-.02	-.18*	-.02	-.15*		
6. Gender	—	—	-.09	-.05	.07	.03	.04	
7. Workplace racial breakdown	—	—	.12	-.07	-.01	-.10	.10	-.05

Note: $N = 227$. SD = standard deviation. *$p < .05$. Gender coded as 0 = man, 1 = woman. Participants who did not report their gender were excluded from the gender correlations. Workplace racial breakdown coded as 0 = blended-race, 1 = White-majority.

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 50

Table 8

First Stage Moderated Mediation Path Analysis for Social Identity Affirmation, Study 3

	Social Certainty					
Mediator variable model	*B*	*SE*	*t*	*p*	*95% CIs*	*R²*
Constant	4.07	.03	117.46	< .001	[4.00; 4.14]	
Authenticity Climate (AC)	.22	.03	6.57	< .001	[.16; .29]	
Perspective-taking (PT)	.13	.04	3.22	.002	[.05; .22]	
AC x PT	.08	.04	2.17	.031	[.01; .16]	
						.23
Dependent variable model	*Social Identity Affirmation*					
Constant	3.07	.69	4.44	< .001	[1.71; 4.44]	
Authenticity Climate	.34	.09	3.55	< .001	[.15; .52]	
Social Certainty	.31	.17	1.87	.064	[-.02; .65]	
						.11
Conditional Effect	*B*	*Boot SE*			*95% CIs*	
Low perspective-taking (-1SD)	.05	.03			[-.001; .11]	
Mean-level perspective-taking	.07	.04			[-.002; .15]	
High perspective-taking (+1SD)	.08	.05			[-.003; .20]	
Index of moderated mediation	*Index*	*Boot SE*			*95% CIs*	
	.03	.02			[-.002; .07]	

Note. N = 227. The reported regression coefficients are unstandardized. SE = standard error. 95% confidence intervals (CIs) were calculated based on 10,000 resamples. Two-tailed t-tests.

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 51

Table 9

Study 4 Descriptive Statistics and Correlations among Study Variables

Variables	Mean	SD	1	2	3	4	5	6
1. Authenticity climate	4.10	0.87						
2. Perspective-taking	—	—	.17*					
3. Social certainty	4.06	0.71	.45*	.05				
4. Social identity affirmation	4.43	1.27	.31*	.03	.48*			
5. Age	34.57	8.48	.00	-.09	.15*	-.03		
6. Gender	—	—	-.19*	.02	-.19*	-.18*	.12	
7. Workplace racial breakdown	—	—	.07	-.00	-.03	-.02	.02	.10

Note: $N = 227$. SD = standard deviation. $*p < .05$. Perspective-taking conditions coded as 0 = control, 1 = perspective-taking. Gender coded as 0 = man, 1 = woman. Participants who did not identify as a man or a woman were excluded from the gender correlations. Workplace racial breakdown coded as 0 = blended-race, 1 = White-majority.

Table 10

First Stage Moderated Mediation Path Analysis for Social Identity Affirmation, Study 4

	Social Certainty					
Mediator variable model	*B*	*SE*	*t*	*p*	*95% CIs*	*R²*
Constant	4.09	.06	71.68	< .001	[3.95; 4.17]	
Authenticity Climate (AC)	.30	.06	5.21	< .001	[.19; .41]	
Perspective-taking (PT)	-.06	.09	-.64	.52	[-.22; .11]	
AC x PT	.29	.11	2.60	.009	[.07; .51]	
						.23
Dependent variable model	*Social Identity Affirmation*					
Constant	1.35	.48	2.84	.005	[.41; 2.29]	
Authenticity Climate	.17	.10	1.73	.08	[-.02; .35]	
Social Certainty	.76	.12	6.52	< .001	[.53; .99]	
						.24
Conditional Effect	*B*	*Boot SE*			*95% CIs*	
Control	.23	.07			[.10; .39]	
Perspective-taking	.44	.12			[.22; .70]	
Index of moderated mediation	*Index*	*Boot SE*			*95% CIs*	
	.21	.12			[.002; .47]	

Note. N = 227. The reported regression coefficients are unstandardized. *SE* = standard error. 95% confidence intervals (*CIs*) were calculated based on 10,000 resamples. Two-tailed t-tests.

Figure 1

Theoretical Model Predicting the Causes and Consequences of Social Identity Affirmation by Black Employees
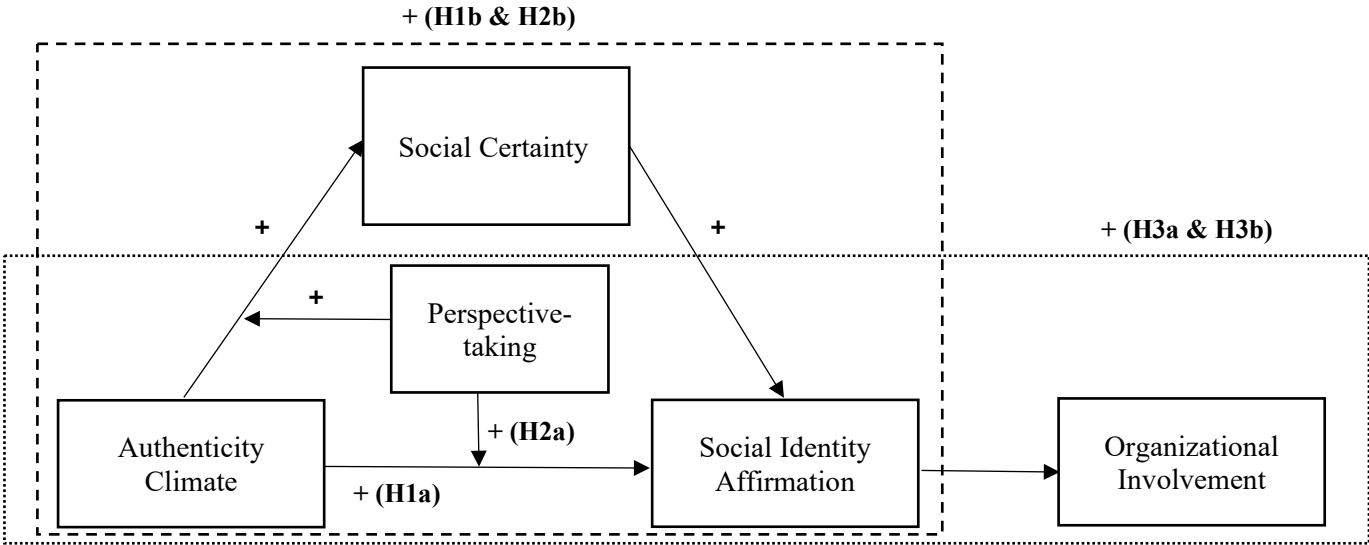
Note: Our model begins with a positive relationship from authenticity climate to social identity affirmation. We propose that high authenticity climate is associated with the social identity affirmation of Black employees (H1a) and that this relationship is stronger as Black employees engage in higher levels of perspective-taking (H2a). We further predict that the positive relationship between authenticity climate and social identity affirmation occurs because authenticity climates help Black employees feel more certain about how their colleagues will treat their social identity affirmation (H1b). Building on theorizing that perspective-taking facilitates people's ability to understand others and navigate interpersonal relationships, we propose that perspective-taking will strengthen the mediated link between authenticity climate and social identity affirmation via social certainty (H2b). Finally, we proposed that social identity affirmation will ultimately predict organizational involvement (H3a) and that perspective-taking will strengthen this relationship (H3b).
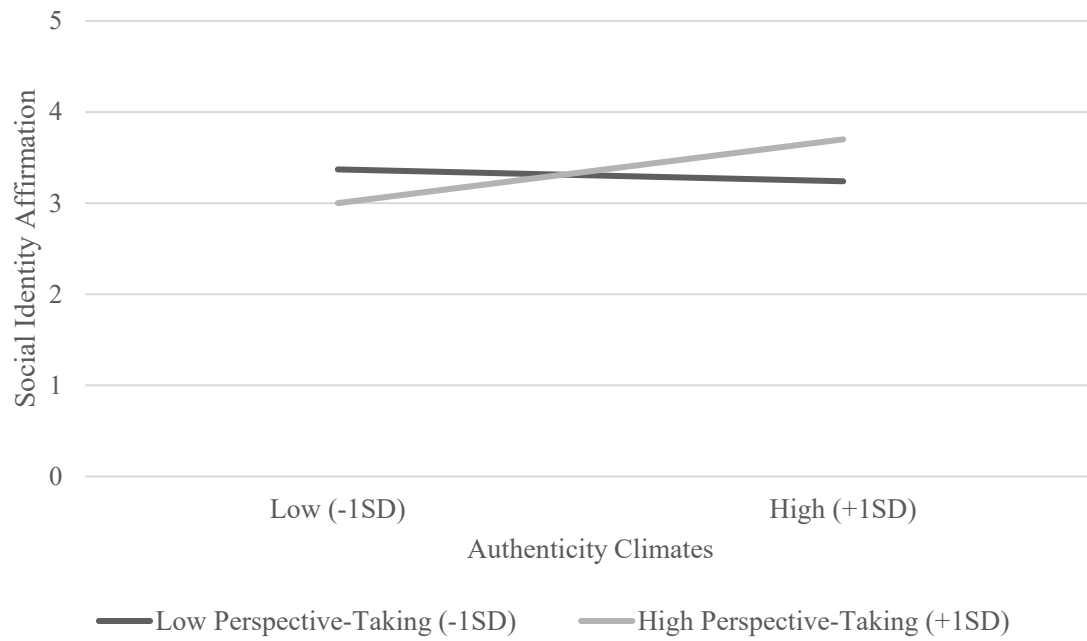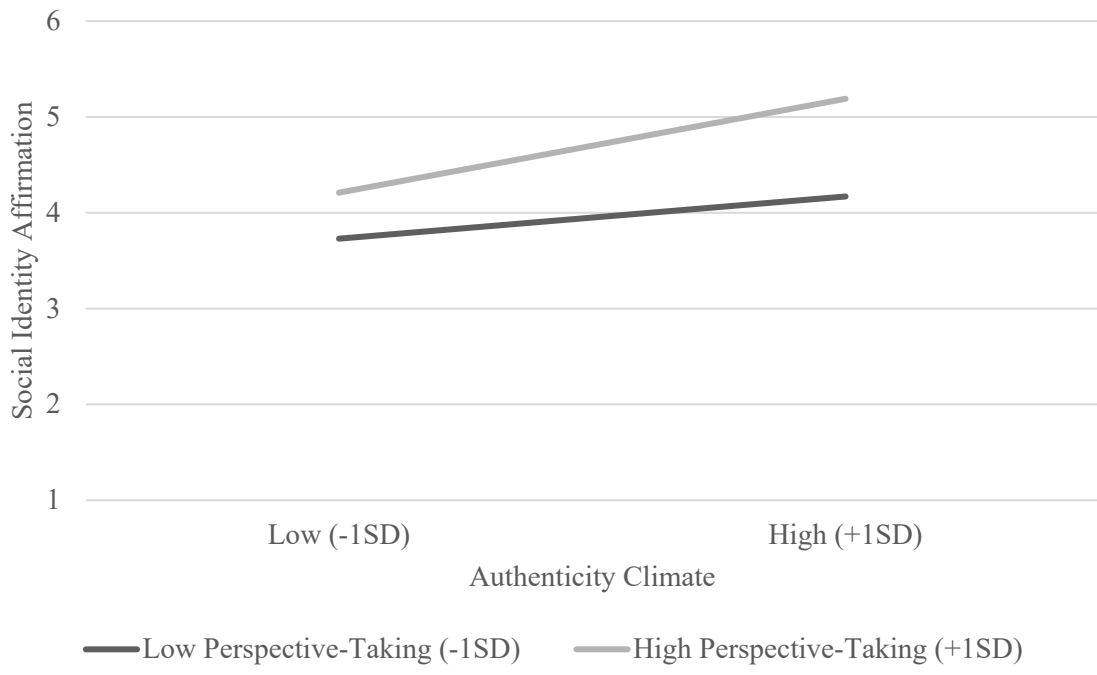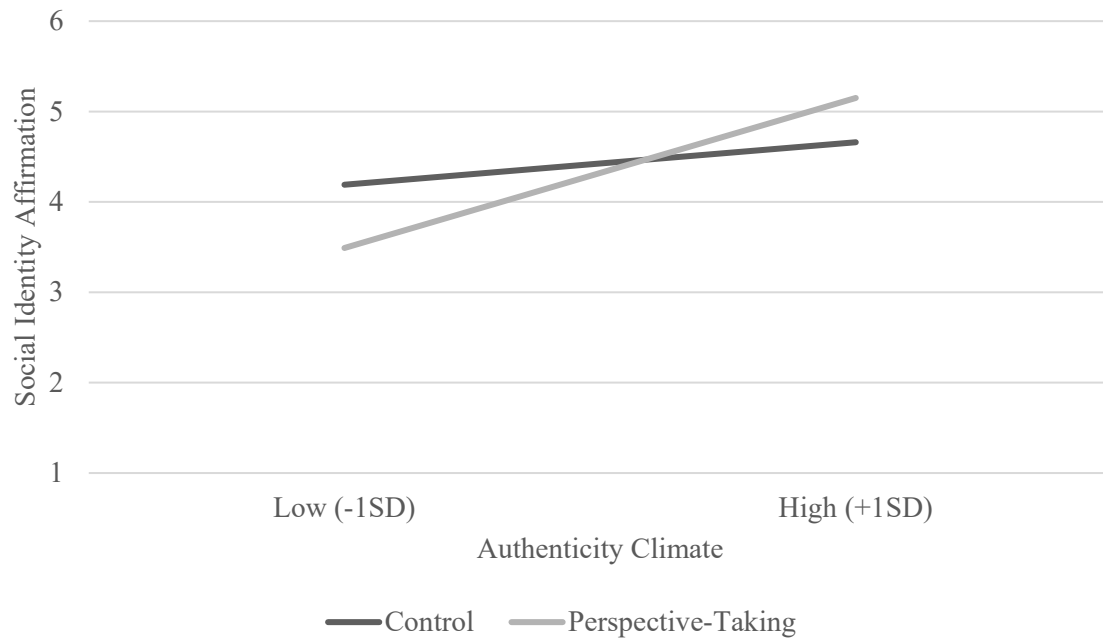
Figure 2
The Effects of Authenticity Climate and Perspective-Taking on Social Identity Affirmation, Study 1

Figure 3
The Effects of Authenticity Climate and Perspective-Taking on Social Identity Affirmation, Study 3

Figure 4
The Effects of Authenticity Climate and Perspective-Taking on Social Identity Affirmation, Study 4

Footnotes

[1] The focus of our theoretical framing and empirical analyses is understanding the experiences of Black employees in the U.S. However, we draw from past research that has demonstrated discrimination and concerns about expressing aspects of social identity among various marginalized groups. We use terminologies, such as individuals from marginalized groups, marginalized individuals, women, and Black employees, to accurately reflect the relevant literature. In our General Discussion, we consider the applicability of our theorizing to other marginalized social groups.

[2] Whereas a climate can be locally created by leaders based on circumstances and context, a culture can only evolve out of mutual understanding and shared learning (Schein 2000). We examine organizational climates rather than cultures because we focus on what leaders can strategically do to increase authentic displays.

[3] In line with past research (Wagenmakers and Brown 2007, Whitson et al. 2019), we excluded participants whose completion times were more than 2.5 standard deviations from the mean for each study. This allowed us to eliminate responses from outliers who spent an unusually long time on our studies. Additionally, we also excluded participants working in Black-majority organizations. Finally, we excluded responses from participants who responded inadequately (e.g., blank answers, did not complete key measures, did not provide a valid response to the prompts, etc.). Overall, we excluded 117 of 865 participants (13.5%).

[4] Across the four studies, we conducted sensitivity and additional analyses controlling for age, gender, workplace racial composition (differentiating between majority White and majority Non-White), and the data collection platform used in Studies 3 and 4 (MTurk and Prolific). The results remained consistent with those reported without controls, reported in the SOM Section C.

[5] We adapted the perspective-taking scale stem and items to specify the targets of perspective-taking. In doing so, we omitted two items from Study 1: "I believe that there are two sides to every question, and I try to look at them both" and "Before criticizing somebody, I try to imagine how I would feel if I were in their place." The first item was removed due to its generality, while the second item was excluded because of concerns about including an item related to Black employees critiquing White colleagues.

[6] Because our goal was to better understand the characteristics of authenticity climates that affect marginalized employees' decisions to engage in social identity affirmation, our analysis focused on responses within the low and high authenticity climate conditions. Examining the responses in the high emotional authenticity climate condition confirmed thematic differences, focusing on emotional expression.

[7] We developed the social certainty scale, performed confirmatory factor analyses, and established the data fit with our hypothesized measurement model. Additional analyses confirmed the reliability, factor structure, and validity of the new measure of social certainty used in Studies 3 and 4. The SOM Section C outlines these analyses.

[8] One direction for future research involves comparing positively-valenced and negatively-valenced social identity expressions, such as the active confirmation or disconfirmation of negative stereotypes. Similar to findings within the research on emotional authenticity climates and emotions literature (e.g., individuals express negative emotions more in emotional authenticity climates; Grandey et al., 2012), authenticity climates may foster the acceptance of both negatively- and positively-valenced expressions, potentially resulting in similar outcomes regardless of expression valence. We found evidence supporting this proposition by re-examining the social identity affirmation measure from Roberts (2008). Specifically, one item reflected stereotype disconfirmation: "I try to communicate the inaccuracy of stereotypes about African Americans." We observed effects consistent with our reported findings when analyzing this item alone.

References

Arnett R (2023) Uniting through difference: rich cultural-identity expression as a conduit to inclusion. *Organization Science* 34(5):1887-1913.

Ashforth B, Humphrey R (1993) Emotional labor in service roles: The influence of identity. *Academy of Management Review* 18(1):88-115.

Avery D, Volpone S, Holmes O (2018) Racial discrimination in organizations. Colella AJ, King EB, eds. *The Oxford handbook of workplace discrimination* (Oxford University Press, Oxford), 89–109.

Bailey R, Biech E, Wilson T. (2021) Is authenticity in the workplace always a good thing? Association for Talent Development, www.td.org/atd-blog/is-authenticity-in-the-workplace-always-a-good-thing.

Baldoni J. (2016) Is Donald Trump a role model for authenticity? Forbes, www.forbes.com/sites/johnbaldoni/2016/01/02/is-donald-trump-a-role-model-for-authenticity/?sh=142f05be33bc.

Banaji MR, Fiske ST, Massey DS (2021) Systemic racism: individuals and interactions, institutions and society. *Cognitive research: principles and implications* 6(1):82.

Bartel C, Saavedra R (2000) The collective construction of workgroup moods. *Administrative Science Quarterly* 45(2):197-231.

Beal D (2015) ESM 2.0: State of the art and future potential of experience sampling methods in organizational research. *Annual Review of Organizational Psychology and Organizational Behavior* 2(1):383-407.

Bell E (1990) The bicultural life experience of career-oriented black women. *Journal of Organizational Behavior* 11(6):459-477.

Bertrand M, Mullainathan S (2004) Are Emily and Greg more employable than Lakisha and Jamal? A field experiment on labor market discrimination. *American Economic Review* 94(4):991-1013.

Beus J, Smith J, Taylor E (2018) A theory of climate: explaining the formation and function of organizational climates. *In Academy of Management Proceedings* 2018(1):11524.

Blader S, Yu S (2017) Are status and respect different or two sides of the same coin? *Academy of Management Annals* 11(2):800-824.

Boekhorst J (2015) The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management* 54(2):241-264.

Boyatzis R (1998) *Transforming qualitative information: thematic analysis and code development* (SAGE Publications, India).

Boykin C, Brown N, Carter J, Dukes K, Green D, Harrison T, Hebl M, et al. (2020) Anti-racist actions and accountability: Not more empty promises. *Equality, Diversity and Inclusion: An International Journal* 39(7):775-786.

Braun V, Clarke V (2019) Reflecting on reflexive thematic analysis. *Qualitative Research in Sport, Exercise and Health* 11(4):589-597.

Brown M (1969) Identification and some conditions of organizational involvement. *Administrative Science Quarterly*:346-355.

Brown S, Leigh T (1996) A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology* 81(4):358-368.

Bruneau E, Saxe R (2012) The power of being heard: The benefits of 'perspective-giving' in the context of intergroup conflict. *Journal of Experimental Social Psychology* 48(4):855-866.

Buhrmester M, Kwang T, Gosling S (2011) Amazon's Mechanical Turk: A new source of inexpensive, yet high-quality, data? *Perspectives on Psychological Science* 6(1):3-5.

Burris E, Detert J, Chiaburu J (2008) Quitting before leaving: The mediating effects of psychological attachment and detachment on voice. *The Journal of Applied Psychology* 93:912-922.

Cable D, Gino F, Staats B (2013) Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression. *Administrative Science Quarterly* 58(1):1-36.

Caza B, Moss S, Vough H (2018) From synchronizing to harmonizing: The process of authenticating multiple work identities. *Administrative Science Quarterly* 63(4):703-745.

Cha S, Roberts L (2019) Leveraging minority identities at work: An individual-level framework of the identity mobilization process. *Organization Science* 30(4):735-760.

Cha S, Hewlin P, Roberts L, Buckman B, Leroy H, Steckler E, Ostermeier K, Cooper D (2019) Being your true self at work: Integrating the fragmented research on authenticity in organizations. *Academy of Management Annals* 13(2):633-671.

Chamorro-Premuzic T. (2020) The dark side of authentic leadership. Forbes, www.forbes.com/sites/tomaspremuzic/2020/10/28/the-dark-side-of-authentic-leadership/.

Chang E, Milkman K, Gromet D, Rebele R, Massey C, Duckworth A, Grant A (2019) The mixed effects of online diversity training. *Proceedings of the National Academy of Sciences* 116(16):7778-7783.

Clair J, Beatty J, Maclean T (2005) Out of sight but not out of mind: Managing invisible social identities in the workplace. *Academy of Management Review* 30(1).

Collins N, Miller L (1994) Self-disclosure and liking: a meta-analytic review. *Psychological Bulletin* 116(3):457-75.

Davis M (1980) A multidimensional approach to individual differences in empathy. *JSAS Catalog of Selected Documents in Psychology* 10:85-103.

DeSante C (2013) Working twice as hard to get half as far: Race, work ethic and America's deserving poor. *American Journal of Political Science* 57:342-356.

Dickens D, Womack V, Dimes T (2019) Managing hypervisibility: An exploration of theory and research on identity shifting strategies in the workplace among Black women. *Journal of Vocational Behavior* 113:153-163.

Diefendorff J, Brown D, Kamin A, Lord R (2002) Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior* 23(1):93-108.

Dobbin F, Kalev A (2016) Why diversity programs fail. *Harvard Business Review* 94:52-60.

Dumas T, Rothbard N, Phillips K (2008) Self-disclosure: Beneficial for cohesion in demographically diverse work groups? *Diversity and Groups* 11:143-166.

Ely R, Thomas D (2001) Cultural diversity at work: The effects of diversity perspectives on work group processes and outcomes. *Administrative Science Quarterly* 46(2):229-273.

---. (2020) Getting serious about diversity: Enough already with the business case. Harvard Business Review, www.hbr.org/2020/11/getting-serious-about-diversity-enough-already-with-the-business-case.

Emmerich A, Rigotti T (2017) Reciprocal relations between work-related authenticity and intrinsic motivation, work ability and depressivity: A two-wave study. *Frontiers in Psychology* 8:317.

FeldmanHall O, Shenhav A (2019) Resolving uncertainty in a social world. *Nature Human Behaviour* 3(5):426-435.

Ferdman B (2017) Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science* 53(2):235-263.

Galinsky A, Schweitzer M (2015) *Friend & foe: When to cooperate, when to compete, and how to succeed at both* (Currency).

Galinsky A, Gruenfeld D, Magee J (2003) From power to action. *Journal of Personality and Social Psychology* 85(3):453-466.

Galinsky A, Ku G, Wang C (2005) Perspective-taking and self-other overlap: Fostering social bonds and facilitating social coordination. *Group processes & intergroup relations* 8(2):109-124.

Galinsky A, Wang C, Ku G (2008) Perspective-takers behave more stereotypically. *Journal of Personality and Social Psychology* 95(2):404-419.

Gibson C (2017) Elaboration, generalization, triangulation, and interpretation: On enhancing the value of mixed method research. *Organizational Research Methods* 20(2):193-223.

Grandey A, Groth M, Foo S, Goodwin R (2011) Free to be you and me: A climate of authenticity alleviates burnout from emotional labor. *Journal of Occupational Health Psychology* 17(1):1-14.

Grant A, Wall T (2009) The neglected science and art of quasi-experimentation: Why-to, when-to, and how-to advice for organizational researchers. *Organizational Research Methods* 12(4):653-686.

Greenbaum R, Deng Y, Butts M, Wang C, Washington A (2021) Managing my shame: Examining the effects of parental identity threat and emotional stability on work productivity and investment in parenting. *Journal of Applied Psychology*.

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 60

Hall E, Avery D, McKay PF, Blot J, Edwards M (2019) Composition and compensation: The moderating effect of individual and team performance on the relationship between Black team member representation and salary. *Journal of Applied Psychology* 104(3):448-463.

Hallberg U, Schaufeli W (2006) "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist* 11(2):119-127.

Hebl M, Cheng SK, Ng LC (2020) Modern discrimination in organizations. Annual Review of Organizational Psychology and Organizational Behavior. *7* 1:257-282.

Hernandez M, Avery D, Volpone S, Kaiser C (2019) Bargaining while Black: The role of race in salary negotiations. *Journal of Applied Psychology* 104(4):581–592.

Hewlin P (2003) And the award for best actor goes to ...: Facades of conformity in organizational settings. *Academy of Management Review* 28(4):633-642.

--- (2009) Wearing the cloak: Antecedents and consequences of creating facades of conformity. *Journal of Applied Psychology* 94(3):727-741.

Hewlin P, Dumas T, Burnett M (2017) To thine own self be true? Facades of conformity, values incongruence, and the moderating impact of leader integrity. *The Academy of Management Journal* 60(1):178-199.

Hicks-Clarke D, Iles P (2000) Climate for diversity and its effects on career and organisational attitudes and perceptions. *Personnel Review*.

Ho C, Jackson J (2001) Attitude toward Asian Americans: Theory and measurement. *Journal of Applied Social Psychology* 31(8):1553-1581.

Hobfoll S (2001) The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology* 50(3):337-421.

Hoever I, van Knippenberg D, van Ginkel W, Barkema H (2012) Fostering team creativity: Perspective taking as key to unlocking diversity's potential. *Journal of Applied Psychology* 97(5):982-996.

Hofhuis J, Van der Zee K, Otten S (2014) Comparing antecedents of voluntary job turnover among majority and minority employees. *Equality, Diversity and Inclusion: An International Journal*.

Holmes O, Jiang K, Avery D, McKay P, Oh I, Tillman C (2021) A meta-analysis integrating 25 years of diversity climate research. *Journal of Management* 47(6):1357-1382.

Hopkins W, Hopkins S, Mallette P (2001) Diversity and managerial value commitment: A test of some proposed relationships. *Journal of Managerial Issues*:288-306.

Jansen W, Otten S, Zee K, Jans L (2014) Inclusion: Conceptualization and measurement. *European Journal of Social Psychology* 44(4):370-385.

Janssen O (2003) Innovative behaviour and job involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of occupational and organizational psychology* 76(3):347-364.

Jones K, Peddie C, Gilrane V, King E, Gray A (2016) Not so subtle: A meta-analytic investigation of the correlates of subtle and overt discrimination. *Journal of Management* 42(6):1588–1613.

Jourard S (1959) Self-disclosure and other-cathexis. *The Journal of Abnormal and Social Psychology* 59(3):428.

Kahn W (1990) Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal* 33(4):692-724.

Kang S, DeCelles K, Tilcsik A, Jun S (2016) Whitened résumés: Race and self-presentation in the labor market. *Administrative Science Quarterly* 61(3):469-502.

Kanungo R (1982) Measurement of job and work involvement. *Journal of Applied Psychology* 67(3):341-349.

Kapoor R, Klueter T (2014) Decoding the adaptability–rigidity puzzle: Evidence from pharmaceutical incumbents' pursuit of gene therapy and monoclonal antibodies. *Academy of Management Journal* 58(4).

Keller R (1997) Job involvement and organizational commitment as longitudinal predictors of job performance: A study of scientists and engineers. *Journal of Applied Psychology* 82(4):539.

Kelly J, Barsade S (2001) Mood and emotions in small groups and work teams. *Organizational Behavior and Human Decision Processes* 86(1):99-130.

Kifer Y, Heller D, Perunovic W, Galinsky A (2013) The good life of the powerful: The experience of power and authenticity enhances subjective well-being. *Psychological Science* 24:280-288.

Kim J, Miner A (2007) Vicarious learning from the failures and near-failures of others: Evidence from the US commercial banking industry. *Academy of Management Journal* 50(3):687-714.

King E, Avery D, Sackett P (2013) Three perspectives of employment discrimination 50 Years after the Civil Rights Act—A promise fulfilled? *Journal of Business and Psychology* 28(4):375-382.

Klimecki O, Vétois M, Sander D (2020) The impact of empathy and perspective-taking instructions on proponents and opponents of immigration. *Humanities and Social Sciences Communications* 7(1):1-12.

Konrad A, Winter S, Gutek B (1992) Diversity in work group sex composition: Implications for majority and minority members. *Research in the Sociology of Organizations* 10(1):15-140.

Kossek E, Zonia S (1993) Assessing diversity climate: A field study of reactions to employer efforts to promote diversity. *Journal of Organizational Behavior* 14(1):61-81.

Ku G, Wang C, Galinsky A (2015) The promise and perversity of perspective-taking in organizations. *Research in Organizational Behavior* 35:79-102.

Lawler E, Hall D (1970) Relationship of job characteristics to job involvement, satisfaction, and intrinsic motivation. *Journal of Applied Psychology* 54(4):305-312.

Le Forestier JM, Lewis Jr NA (2024) When and why people conceal their identities. . *Nature Reviews Psychology* 3:489–498.

Leigh A, Melwani S (2022) "Am I Next?" The Spillover Effects of Mega-Threats on Avoidant Behaviors at Work. *Academy of Management Journal* 65.

Li Q, She Z, Yang B (2018) Promoting innovative performance in multidisciplinary teams: The roles of paradoxical leadership and team perspective taking. *Frontiers in Psychology* 9:1083.

Little L, Major V, Hinojosa A, Nelson D (2015) Professional image maintenance: How women navigate pregnancy in the workplace. *Academy of Management Journal* 58(1):8-37.

Longmire N, Harrison D (2019) Seeing their side versus feeling their pain: Differential consequences of perspective-taking and empathy at work. *Journal of Applied Psychology* 103(8):894-915.

Lopez F, Rice K (2006) Preliminary development and validation of a measure of relationship authenticity. *Journal of Counseling Psychology* 53(3):362–371.

Loyd D, Wang C, Phillips K, Lount R (2013) Social category diversity promotes premeeting elaboration: The role of relationship focus. *Organization Science* 24(3):757–772.

Lu J, Nisbett R, Morris M (2020) Why East Asians but not South Asians are underrepresented in leadership positions in the United States. *The Proceedings of the National Academy of Sciences* 117(9):4590-4600.

Lyons B, Pek S, Wessel J (2017) Toward α "sunlit path": Stigma identity management as α source of localized social change through interaction. *Academy of Management Review* 42(4):618-636.

MacKinnon D, Krull J, Lockwood C (2000) Equivalence of the mediation, confounding and suppression effect. *Prevention Science* 1(4):173-181.

Maddux W, Galinsky A, Cuddy A, Polifroni M (2008) When being a model minority is good... and bad: Realistic threat explains negativity toward Asian Americans. *Personality and Social Psychology Bulletin* 34(1):74-89.

McKay P, Avery D (2005) Warning! Diversity recruitment could backfire. *Journal of Management Inquiry* 14(4):330-336.

McKay P, Avery D, Morris M (2008) Mean racial-ethnic differences in employee sales performance: The moderating role of diversity climate *Personnel Psychology* 61(2):349-374.

McKay P, Avery D, Tonidandel S, Morris M, Hernandez M, Hebl M (2007) Racial differences in employee retention: Are diversity climate perceptions the key? *Personnel Psychology* 60(1):35-62.

Milkman K, Akinola M, Chugh D (2012) Temporal distance and discrimination: An audit study in academia. *Psychological Science* 23(7):710-717.

Mor Barak M (2015) Inclusion is the key to diversity management, but what is inclusion? *Human Service Organizations: Management, Leadership & Governance* 39(2):83-88.

Myers K, Oetzel J (2003) Exploring the dimensions of organizational assimilation: Creating and validating a measure. *Communication Quarterly* 51(4):438-457.

Nishii L (2012) The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal* 56:1754-1774.

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 62

Opie T, Phillips K (2015) Hair penalties: The negative influence of Afrocentric hair on ratings of Black women's dominance and professionalism. *Frontiers in Psychology* 6:1311.

Ostermeier K, Cooper D, Caldas M (2022) Can I be who I am? Psychological authenticity climate and employee outcomes. *Human Performance* 35(1):1-30.

Ostroff C, Kinicki A, Muhammad R (2013) Organizational culture and climate. Weiner IB, Schmitt NW, Highhouse S, eds. *Handbook of Psychology*, vol. 12 (Wiley, Hoboken, NJ), 643-676.

Palan S, Schitter C (2018) Prolific.ac—A subject pool for online experiments. *Journal of Behavioral and Experimental Finance* 17:22-27.

Parker S, Axtell C (2001) Seeing another viewpoint: Antecedents and outcomes of employee perspective taking. *Academy of Management Journal* 44(6):1085-1100.

Paterson J, O'Driscoll M (1990) An empirical assessment of Kanungo's (1982) concept and measure of job involvement. *Applied Psychology* 39(3):293-306.

Payne BK, Vuletich HA, Brown-Iannuzzi JL (2019) Historical roots of implicit bias in slavery. . *Proceedings of the National Academy of Sciences* 116(24):11693-11698.

Phillips K, Dumas T, Rothbard N (2018) Diversity and authenticity. *Harvard Business Review* 96(March-April):132-136.

Phillips K, Rothbard N, Dumas T (2009) To disclose or not to disclose? Status distance and self-disclosure in diverse environments. *Academy of Management Review* 34(4):710-732.

Pierce J, Kilduff G, Galinsky A, Sivanathan N (2013) From glue to gasoline: How competition turns perspective takers unethical. *Psychological Science* 24(10):1986-1994.

Pless N, Maak T (2004) Building an inclusive diversity culture: Principles, processes and practice. *Journal of Business Ethics* 54(2):129-147.

Preacher K, Hayes A (2004) SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers* 36(4):717-731.

Ray V (2019) A theory of racialized organizations. *American Sociological Review* 84(1):26-53.

Roberson Q (2006) Disentangling the meanings of diversity and inclusion in organizations. *Group & Organization Management* 31(2):212-236.

Roberts L (2005) Changing faces: Professional image construction in diverse organizational settings. *Academy of Management Review* 30(4):685-711.

--- (2012) Reflected best self engagement at work: Positive identity, alignment, and the pursuit of vitality and value creation. Boniwell I, David S, eds. *Oxford Handbook of Happiness* (Oxford University Press, New York), 767-782.

Roberts L, Creary S (2013) Navigating the self in diverse work contexts. *The Oxford Handbook of Diversity and Work* (Oxford University Press, New York), 73-97.

Roberts L, Cha S, Kim S (2014) Strategies for managing impressions of racial identity in the workplace. *Cultural Diversity and Ethnic Minority Psychology* 20(4):529-540.

Roberts L, Settles I, Jellison W (2008) Predicting the strategic identity management of gender and race. *Identity* 8(4):269-306.

Roberts L, Cha S, Hewlin P, Settles I (2009) Bringing the inside out: Enhancing authenticity and positive identity in organizations. Roberts LM, Dutton JE, eds. *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation* (Routledge, New York), 149-169.

Rosette A, Dumas T (2007) The hair dilemma: Conform to mainstream expectations or emphasize racial identity. *Duke Journal of Gender Law & Policy* 14(1):407-422.

Rosette A, Koval C, Ma A, Livingston R (2016) Race matters for women leaders: Intersectional effects on agentic deficiencies and penalties. *The Leadership Quarterly* 27(3):429-445.

Roster C (2006) Moments of truth in gift exchanges: A critical incident analysis of communication indicators used to detect gift failure.

Schein E (2000) Sense and nonsense about culture and climate. N. M. Ashkanasy, Wilderom CPM, Peterson MF, eds. *Handbook of Organizational Culture and Climate* (Sage), 23-30.

Schell CJ, Dyson K, Fuentes TL, Des Roches S, Harris NC, Miller DS, Lambert MR (2020) The ecological and evolutionary consequences of systemic racism in urban environments. . *Science* 369((6510),):eaay4497.

Schrage M. (2015) When authenticity does more harm than good. Harvard Business Review, www.hbr.org/2015/10/when-authenticity-does-more-harm-than-good.

Settles I, Buchanan N, Dotson K (2019) Scrutinized but not recognized: (In)visibility and hypervisibility experiences of faculty of color. *Journal of Vocational Behavior* 113:62-74.

Sheep M, Fairhurst G, Khazanchi S (2016) Knots in the discourse of innovation: Investigating multiple tensions in a reacquired spin-off. *Organization Studies* 38(3-4).

Sheldon K, Ryan R, Rawsthorne L, Ilardi B (1997) Trait self and true self: Crossrole variation in the Big-Five personality traits and its relations with psychological authenticity and subjective well-being. *Journal of Personality and Social Psychology* 73:1380-1393.

Shore L, Cleveland J, Sanchez D (2018) Inclusive workplaces: A review and model. *Human Resource Management Review* 28(2):176-189.

Shore L, Randel A, Chung B, Dean M, Holcombe Ehrhart K, Singh G (2011) Inclusion and diversity in work groups: A review and model for future research. *Journal of Management* 37(4):1262-1289.

Shrout P, Bolger N (2002) Mediation in experimental and nonexperimental studies: New procedures and recommendations. *Psychological Methods* 7(4):422-445.

Skinner-Dorkenoo AL, Sarmal A, Andre CJ, Rogbeer KG (2021) How microaggressions reinforce and perpetuate systemic racism in the United States. . *Perspectives on Psychological Science,* 16(5):903-925.

Smith A, Watkins M, Ladge J, Carlton P (2019) Making the invisible visible: Paradoxical effects of intersectional invisibility on the career experiences of executive Black women. *Academy of Management Journal* 62(6):1705-1734.

Stevens L, Fiske S (2011) Motivation and cognition in social life: A social survival perspective. *Social Cognition* 13(3).

Sun B, Yu X, Yuan X, Sun C, Li W (2021) The effect of social perspective-taking on interpersonal trust under the cooperative and competitive contexts: The mediating role of benevolence. *Psychology Research and Behavior Management* 14:817.

Swann Jr W (1990) To be adored or to be known? The interplay of self-enhancement and self-verification. Sorrentino RM, Higgins ET, eds. *Handbook of Motivation and Cognition: Foundations of Social Behavior*, vol. 2 (The Guilford Press, New York, NY, US), 408-448.

Swann Jr W, Polzer J, Seyle D, Ko S (2004) Finding value in diversity: Verification of personal and social self-views in diverse groups. *Academy of Management Review* 29(1):9-27.

Thomas R, Sargent L, Hardy C (2011) Managing organizational change: Negotiating meaning and power-resistance relations. *Organization Science* 22(1):22-41.

Todd A, Galinsky A (2014) Perspective-taking as a strategy for improving intergroup relations: Evidence, mechanisms, and qualifications. *Social and Personality Psychology Compass* 8(7):374-387.

Todd A, Bodenhausen G, Galinsky A (2011) Perspective taking combats the denial of intergroup discrimination. *Journal of Experimental Social Psychology* 48(3):738-745.

Tracy J (2013) Qualitative research methods. *Blackwell Publishing*.

Trzebiatowski T, McCluney C, Hernandez M (2023) Managing the double bind: Women directors' participation tactics in the gendered boardroom. . *Organization Science* 34(2):801-827.

van den Bosch R, Taris T (2014) The authentic worker's well-being and performance: The relationship between authenticity at work, well-being, and work outcomes. *The Journal of Psychology* 148:659-681.

van Knippenberg D, Homan A, van Ginkel W (2013) Diversity cognition and climates. *The Oxford Handbook of Diversity and Work* (Oxford University Press, Oxford, England), 220-238.

Wagenmakers E-J, Brown S (2007) On the linear relation between the mean and the standard deviation of a response time distribution. *Psychological Review* 114(3):830.

Wang C, Kenneth T, Ku G, Galinsky A (2014) Perspective-taking increases willingness to engage in intergroup contact. *PloS one* 9(1):e85681.

Wang C, Lee M, Ku G, Leung A (2018) The cultural boundaries of perspective-taking: When and why perspective-taking reduces stereotyping. *Personality and Social Psychology Bulletin* 44(6):928-943.

Wang C, Whitson J, King B, Ramirez R (2021) Social movements, collective identity, and workplace allies: The labeling of gender equity policy changes. *Organization Science*.

THE EFFECTS OF AUTHENTICITY CLIMATES AND PERSPECTIVE-TAKING 64

Wessel J, Barth S, Bryant C (2020) Authentically different: Authenticity as a diversity management issue. Stone DL, Dulebohn JH, eds. *Diversity and Inclusion in Organizations* (Information Age Publishing, Charlotte, NC), 103-136.

Whitson J, Kim J, Wang C, Menon T, Webster B (2019) Regulatory focus and conspiratorial perceptions: The importance of personal control. *Personality and Social Psychology Bulletin* 45(1):3-15.

Wilkerson I (2020) *Caste: The origins of our discontents* (Random House).

Wilton L, Bell A, Vahradyan M, Kaiser C (2020) Show don't tell: Diversity dishonesty harms racial/ethnic minorities at work. *Personality and Social Psychology Bulletin* 46(8):1171-1185.

Wood A, Linley P, Maltby J, Baliousis M, Joseph S (2008) The authentic personality: A theoretical and empirical conceptualization and the development of the Authenticity Scale. *Journal of Counseling Psychology* 55:385-399.

Zimbardo P, Boyd J (1999) Putting time in perspective: A valid, reliable individual-differences metric. *Journal of Personality and Social Psychology* 77(6):1271–1288.

Zou L, Cheryan S (2017) Two axes of subordination: A new model of racial position. *Journal of Personality and Social Psychology* 112(5):696-717.