

## Towards an 'Authentic Hero': Revisiting the HERO Model in Sport Organizations

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Recently there has been an increasing interest in enhancing sport employees' quality of life and well-being and for making sport organizations healthy workplaces (e.g., Graham & Dixon, 2017). To enhance sport employees' wellness, the concept of psychological capital has been applied to sport organizational behavior research (Kim, Perrewé, Kim, & Kim, 2017). Four positive psychology resources—hope, efficacy, resilience, and optimism (HERO)—have been theorized (Luthans, 2002) and empirically tested across a variety of settings. However, there are also many constructs—including authenticity—which have potential applicability to the sport workplace as a sub-construct of psychological capital (Luthans, Youssef, & Avolio, 2015). Along with the aforementioned constructs, we argue that authenticity should be added as a fifth construct to enhance the understanding of psychological capital. This study addresses a two-fold objective. First, authenticity is included into the psychological capital paradigm within the sport workplace, with close attention given to the inclusion criteria for psychological capital. Second, a conceptual model, labeled A-HERO, is developed that integrates, refines, and proposes new relationships among unique sport employee characteristics, expanded psychological capital, and desirable sport employee outcomes.

Adding authenticity is particularly important for sport employees who, for decades, have faced numerous ethical challenges (Hums, Barr, & Gullion, 1999). Authenticity at work refers to the degree to which individuals are able to stay true to their core selves (van den Bosch, 2016). Through real-world cases of ethical scandals in sport, sport practitioners' need for authenticity has become paramount and it is a required condition for achieving full-functionality in the workplace. This study details how authenticity can be integrated with psychological capital, including consideration of the inclusion criteria (Luthans, 2002): theory-based, measurable, state-like, and linked to performance impacts.

In the A-HERO model, we propose the following: (a) three employee antecedent variables (i.e., sport employee identification, pride, passion) are moderated by an organizational variable (i.e., P-O Fit), (b) authenticity is included within the psychological capital construct, thus creating A-HERO, and (c) employee creativity and well-being are augmented through the enhancement of A-HERO. Specifically, it is posited that the creation or proliferation of the antecedents will improve sport employees' psychological capital. The antecedents, which are particularly noteworthy for sport employees, are confined to those that are employee-based, but an organizational moderating variable is also presented. The application of P-O Fit as a moderator fulfills such a mechanism by utilizing the congruence between sport employee and sport organization. By moving away from traditional management variables such as job satisfaction and turnover intentions and incorporating creativity and well-being, the potential for novel advancements concerning sport employees is strengthened.

Redefining psychological capital by including authenticity not only extends theory with a new explanation (Doherty, 2013), but also provides a better understanding of sport employees' positive capacities in today's work environment. In regards to future studies, the next step in this line of research is to empirically validate the A-HERO construct. Thereafter, once the A-HERO construct has been statistically validated, antecedent and outcome variables could be tested.