

## Self-Concept Congruence, Imposter Phenomenon and Innovative Behavior: The Moderating Effect of Mechanistic Organizational Structure

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### Abstract:

In recent years, the Imposter Phenomenon (IP) has garnered significant attention, particularly among graduate students and professionals, who often experience persistent self-doubt despite their achievements. While prior research has examined the relationship between IP and self-evaluation bias of abilities, little attention has been given to the congruence between our own self-concept and other self-concept, and its empirically established relationship with IP remains unexplored. This presents a novel perspective for identifying potential predictors of IP.

This study adopts Higgins' self-discrepancy theory (1987) to extend the proposition proposed by Gullifor et al. (2024), examining the relationship between self-concept congruence and IP. Furthermore, leveraging the conservation of resources perspective (Hobfoll, 2002), this study explores the downstream implications for innovative behavior and the moderating role of mechanistic organizational structures in this relationship. Using a survey method and a supervisor-employee pairing design, the study investigates whether supervisors, as key others in the workplace, introduce significant variations. This research aims to deepen the understanding of the psychological mechanisms underlying IP and provide empirical evidence for workplace interactions and performance, contributing to the development of organizational strategies and training programs.

### Keywords:

Imposter Phenomenon, Self-concept congruence, Innovative Behavior, Mechanistic Organizational Structure, Self-Discrepancy theory.