

Influential Article Review - Does Organizational Pride Improve Employee Performance?

Alex Boone

Karina Page

Katie Hope

This paper examines organizational behavior. We present insights from a highly influential paper. Here are the highlights from this paper: This study derives a conceptual framework for examining parallel and differential influences of organizational pride in employees' efforts versus abilities on proactivity. Data from a field survey (N = 1218) confirm our theoretical model. Organizational pride in employees' efforts and organizational pride in employees' abilities both had positive indirect effects on proactive behaviors via affective organizational commitment. Yet, whereas organizational pride in employees' efforts additionally had a direct positive effect on individual and team member proactivity, organizational pride in employees' abilities showed a direct negative effect on proactive behaviors for the self, the team, and the organization including a behavioral measurement of employees' provision of ideas for improvement. These findings contribute to the nascent literature on organizational pride by indicating towards employees as source of organizational pride, highlighting potential negative effects of organizational pride, and introducing the differentiation between employees' efforts and abilities. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Organizational pride, Effort, Ability, Commitment, Proactivity

SUMMARY

- For large projects with 120 activities, the exact method is not able to produce any reasonably useful results within a 2 min time limit. The heuristic methods still yield fairly good solutions with small gaps towards the best known solutions. The dominance of LocalSolver models using indirect solution encodings over the problem-specific genetic algorithm counterparts is now broken and flipped. The specific genetic algorithms clearly beat all other procedures considered when solving larger problem instances. Therefore, the low-effort solution method of using a standard solver is not advisable for large instances. In addition, it seems that the $\delta k j z ^ { r t P}$ representation is not very well suited for solving large problem instances in conjunction with LocalSolver. Although algorithmically the problem-specific approach is very likely to be superior, the generalized local search implementation is a commercial software product with years of development and effort by a team of programmers, whereas the genetic algorithm was implemented in shorter time from scratch. This might explain why a black-box heuristic solver is able to outperform a problem-

specific genetic algorithm for small problem instances. For large instances, the algorithmic advantages from problem knowledge in the genetic algorithms seem to dominate any implementation issues in comparison to a commercially developed and optimized general-purpose software.

- In this paper, we presented an extension of the RCPSP with overtime cost and a revenue function monotonically decreasing with project duration. We formalized the scheduling problem as a mixed-integer linear program and designed encodings as preparation step for the development of efficient solution procedures. For future research, it is promising to use modified operators of the genetic algorithm to achieve better results, for example, the peak crossover operator proposed by Valls et al. . This operator considers the fitness of the individuals in the crossover.
- In addition, the activity list as the core of all representations evaluated may be exchanged with another widespread encoding for inducing activity priorities, the so called standardized random key representation, Debels et al. .
- However, it is expected that the general solution behavior remains the same even with such improvements. Therefore, it would be even more interesting to use entirely different solution procedures or representations.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Brosi, P., Spörrle, M., & Welppe, I. M. (2018). Do we work hard or are we just great? The effects of organizational pride due to effort and ability on proactive behavior. *Business Research*, 11(2), 357–373.

This is the link to the publisher's website:

<https://link.springer.com/article/10.1007/s40685-018-0061-7#Sec17>

INTRODUCTION

In line with the introductory quote, research generally confirms the beneficial consequences of employees' pride in their organization (Tyler and Blader 2001), which is defined as a collective form of pride resulting from one's membership in a group (Helm 2013). Taking pride in their organization, employees show more commitment (Tyler and Blader 2002), intend to remain with the organization (Helm 2013), exert proactive and extra-role behaviors (Blader and Tyler 2009), and voice their opinion in favor of the organization (Tangirala and Ramanujam 2008). Thus, organizational pride particularly fuels employees' affective commitment to the organization and motivates employees to deliver more than expected in terms of working harder, taking initiative, and overcoming obstacles (Katzenbach 2003). In light of these consequences, it is not surprising that employees' organizational pride is seen as a desirable goal for employers.

Aiming to provide indications on how organizational pride can be fostered, prior research showed that it is instilled by factors such as favorable work conditions (Kraemer and Gouthier 2014), volunteer programs (Jones 2010), or an organization's positive external reputation (Cable and Turban 2003; Helm 2013). Thus, current examinations concentrate on attributes of the organization as sources of organizational pride. Thereby, one important potential source of organizational pride has so far been overseen: Attributes of the organization's employees. This is the more surprising considering that organizational pride is expected to result from seeing oneself as belonging to a group (Helm 2013), i.e., the employees of an organization, and employees are seen as an important source of organizational performance (Barney 1991). Thus, there appears to be considerable reason for taking organizational pride in employees. Further, when examining employees as antecedents of organizational performance, research differentiates between employees' motivation, i.e., employees' intensity, direction, and duration of efforts, and human capital, i.e., employees' knowledge, skills, and abilities (e.g., Jiang et al. 2012; Liao et al. 2009). Notably, this

differentiation includes those dimensions, i.e., efforts and abilities, which have been previously identified as important in eliciting different facets of individual pride (Tracy and Robins 2007a).

Following research on individual pride by differentiating between organizational pride in employees' efforts and organizational pride in employees' abilities appears to be crucial because research on individual pride shows that whereas pride in response to attributing positive outcomes to efforts is followed by functional and achievement-related outcomes, pride in response to attributing positive outcomes to abilities is connected with maladaptive and self-aggrandizing outcomes (Tracy and Robins 2007b). In parallel, differentiating between employees' efforts and abilities for organizational pride may result in differential behaviors. But unlike individual pride, organizational pride is generally expected to be beneficial in organizations because it activates identification processes (Blader and Tyler 2009) resulting from belonging to a positively evaluated group (Tajfel and Turner 1979). These identification processes may be expected for organizational pride in employees' efforts and abilities alike because both arise from the positive evaluation of being with one's employer (Helm 2013).

Therefore, the main purpose of this study is to examine organizational pride in employees' efforts and abilities by looking into both parallel and opposing consequences. We focus the examination of these consequences on proactive behaviors, which are generally defined as self-initiated and future-focused efforts to change the self, one's team or the environment (e.g., Grant et al. 2009) including discrete behaviors such as issue-selling, taking charge and voice (Parker and Collins 2010). We have chosen proactive behaviors because they are highlighted as the beneficial consequences resulting from organizational pride (Katzenbach 2003). Furthermore, the positive relation between organizational pride and proactive behaviors has been explained by identification processes (Blader and Tyler 2009), which additionally renders them suitable for examining both parallel and opposing consequences of organizational pride in employees' efforts and abilities.

In sum, this research makes the following theoretical contributions. We extend research on the antecedents of organizational pride, which so far detected favorable work conditions (Kraemer and Gouthier 2014), volunteer programs (Jones 2010), and reputation (Helm 2013), by indicating employees' efforts and abilities as sources of organizational pride. Differentiation between organizational pride in employees' efforts and abilities, we also add to research on the consequences of organizational pride, which hitherto only demonstrated positive consequences (e.g., Blader and Tyler 2009; Helm 2013; Tyler and Blader 2002). Specifically, we demonstrate that organizational pride in employees' abilities can have negative effects on proactive behaviors. Finally, by highlighting employees' efforts and abilities as attributions leading to different facets of organizational pride, we also connect the nascent research on attribution theory (Martinko et al. 2011) with research on proactive behaviors (Parker and Collins 2010). Next, we derive our hypotheses on parallel and opposing consequences of organizational pride in employees' efforts and abilities.

CONCLUSION

In summary, this study successfully introduced the conceptualization of organizational pride in employees' efforts and abilities. The results confirm parallel influences of both on proactive behaviors via organizational commitment, but also direct opposing effects. Thereby, this research provides two important indications for further investigations. First, employees should be considered as potential source of organizational pride. Second, organizational pride can have negative consequences—depending on the factors employees are taking pride in.

APPENDIX

FIGURE 1
THEORETICAL MODEL

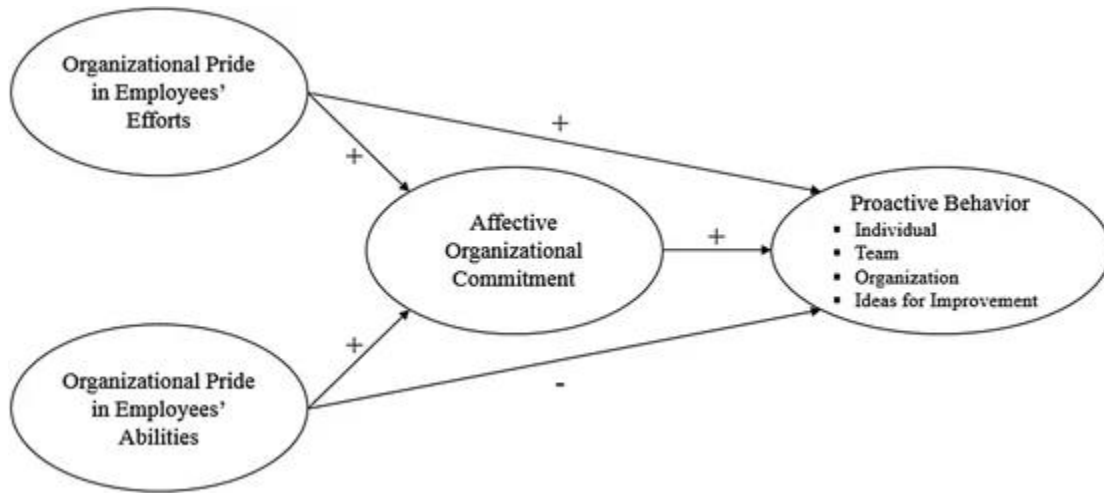


TABLE 1
DESCRIPTIVE STATISTICS, RELIABILITIES, AND CORRELATIONS OF ALL VARIABLES

	<i>M</i>	SD	SK	KU	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1. Age	35.57	10.34	0.82	-0.10									
2. Gender	1.66	-	-	-	.09*								
3. Organizational tenure	1.64	1.25	2.60	7.57	.68*	.11**							
4. Scientific employee	0.68	-	-	-	-.54*	.10**	-						
5. Professor	0.14	-	-	-	.51**	.17**	.28*	-					
6. Organizational pride in efforts	3.97	1.47	-0.23	-0.64	.11**	.02	.05	-	.14**	(.85)			
7. Organizational pride in abilities	4.43	1.41	-0.54	-0.29	.09*	.01	.02	-	.12**	.77**	(.91)		
8. Affective org. commitment	4.27	1.46	-0.18	-0.72	.23*	.04	.14**	-	.22*	.63*	.58*	(.85)	
9. Individual task proactivity	3.80	0.80	-0.86	1.24	.17**	-.02	.09*	-	.12**	.11**	.05	.14**	(.85)
10. Team member proactivity	3.23	1.03	-0.36	-0.44	.28*	.06*	.20*	-	.26*	.13**	.06*	.20*	.61**
11. Org. member proactivity	2.02	1.10	0.81	-0.46	.30*	.02	.26*	-	.27**	.14**	.06*	.22*	.29*

12. Ideas for improvement	0.35	–	–	–	.14**	–	.07*	–	.08*	–	–	.01	.21**
					.00			.14*	*	.06*	.09*		

N = 1218 except for descriptive statistics and case-wise correlations with demographic variables (n = 1076 for age, n = 1087 for gender, n = 1064 for organizational tenure); gender is coded with 1 for females and 2 for males; organizational tenure is coded with 1 for below 5 years, 2 for 6–10 years, 3 for 11–15 years, up to 9 for over 40 years; scientific employee is coded with 1 for scientific employee and 0 for not scientific employee; professor is coded with 1 for professor and 0 for not professor; ideas for improvement are coded with 1 for idea was given and 0 for no idea given

*p < .05

**p < .01

TABLE 2
REGRESSION RESULTS ON PROACTIVE BEHAVIORS

	Individual proactivity				Team proactivity				Organization proactivity				Ideas fo
	M1	M2	M3	M4	M1	M2	M3	M4	M1	M2	M3	M4	M1
Age	.13*	.12*	.12*	.11*	.12*	.10*	.11*	.10*	.07	.05	.06	.06	0.04
Gender	– .02	– .02	– .02	– .02	.06	.06	.06	.06	.01	.01	.01	.01	0.10
Organizational tenure	– .04	– .04	– .04	– .04	.03	.03	.03	.03	.10*	.09*	.10*	.09*	– 0.12
Scientific employee	– .13*	– .13*	– .13*	– .13*	– .20*	– .20*	– .20*	– .20*	– .26*	– .25*	– .25*	– .25*	– 0.51*
Professor	– .03	– .03	– .03	– .03	.04	.04	.04	.04	.04	.04	.03	.03	– .35
Affective org. commitment		.10*	.09*	.12**		.12**	.08*	.12**		.15**	.11**	.14**	
Organizational pride in employees' efforts (OPE)	.14**	.10*			.15**	.11*			.12**	.06			– .02
Partialled OPE			.07*				.08*				.05		

Organizational pride in employees' abilities (OPA)	– .07	– .10*			– .10*	– .13*			– .07	– .11*			– .15*
Partialled OPA				– .07*				– .09*				– .07*	

N = 1008; M1: unpartialled OPE and OPA without mediator, M2: unpartialled OPE and OPA with mediator, M3: partialled OPE, M4: partialled OPA; ideas for improvement are coded with 1 for ideas for improvement given and 0 if none were given; gender is coded with 1 for females and 2 for males; organizational tenure is coded with 1 for below 5 years, 2 for 6–10 years, 3 for 11–15 years, up to 9 for over 40 years; scientific employee is coded with 1 for scientific employee and 0 for not scientific employee; professor is coded with 1 for professor and 0 for not professor

†p < .10

*p < .05

**p <

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TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

En línea con la cita introductoria, la investigación generalmente confirma las consecuencias beneficiosas del orgullo de los empleados en su organización (Tyler y Blader 2001), que se define como una forma colectiva de orgullo resultante de la pertenencia a un grupo (Helm 2013). Orgullosos de su organización, los empleados muestran más compromiso (Tyler y Blader 2002), tienen la intención de permanecer en la organización (Helm 2013), ejercen comportamientos proactivos y extra-rol (Blader y Tyler 2009), y expresar su opinión a favor de la organización (Tangirala y Ramanujam 2008). Por lo tanto, el orgullo organizacional alimenta particularmente el compromiso afectivo de los empleados con la organización y motiva a los empleados a entregar más de lo esperado en términos de trabajar más duro, tomar iniciativa y superar obstáculos (Katzenbach 2003). A la luz de estas consecuencias, no es de extrañar que el orgullo organizativo de los empleados sea visto como un objetivo deseable para los empleadores.

Con el objetivo de proporcionar indicaciones sobre cómo se puede fomentar el orgullo organizacional, investigaciones previas demostraron que está inculcado por factores como las condiciones de trabajo favorables (Kraemer y Gouthier 2014), los programas de voluntariado (Jones 2010) o la reputación externa positiva de una organización (Cable y Turban 2003; Yelmo 2013). Por lo tanto, los exámenes actuales se concentran en los atributos de la organización como fuentes de orgullo organizacional. De este modo, hasta ahora se ha supervisado una importante fuente potencial de orgullo organizacional: Atributos de los empleados de la organización. Esto es lo más sorprendente teniendo en cuenta que se espera que el orgullo organizacional resulte de verse a sí mismo como perteneciente a un grupo (Helm 2013), es decir, los empleados de una organización, y los empleados son vistos como una importante fuente de desempeño organizacional (Barney 1991). Por lo tanto, parece haber razones considerables para enorgullecerse de los empleados. Además, al examinar a los empleados como antecedentes del desempeño organizacional, la investigación diferencia entre la motivación de los empleados, es decir, la intensidad, la dirección y la

duración de los trabajadores, y el capital humano, es decir, los conocimientos, habilidades y habilidades de los empleados (por ejemplo, Jiang et al. 2012; Liao et al. 2009). En particular, esta diferenciación incluye aquellas dimensiones, es decir, esfuerzos y habilidades, que han sido previamente identificados como importantes para obtener diferentes facetas del orgullo individual (Tracy y Robins 2007a).

Después de la investigación sobre el orgullo individual diferenciando entre el orgullo organizacional en los esfuerzos de los empleados y el orgullo organizacional en las habilidades de los empleados parece ser crucial porque la investigación sobre el orgullo individual muestra que mientras que el orgullo en respuesta a la respuesta a la atribución de resultados positivos a los esfuerzos es seguido por resultados funcionales y relacionados con los logros, el orgullo en la respuesta a la atribución de resultados positivos a las habilidades está conectado con resultados maladaptivos y autoagrandizantes (Tracy y Robins 2007b). Paralelamente, la diferenciación entre los esfuerzos y las capacidades de los empleados para el orgullo organizacional puede dar lugar a comportamientos diferenciales. Pero a diferencia del orgullo individual, generalmente se espera que el orgullo organizacional sea beneficioso en las organizaciones porque activa los procesos de identificación (Blader y Tyler 2009) resultantes de pertenecer a un grupo evaluado positivamente (Tajfel y Turner 1979). Estos procesos de identificación pueden esperarse para el orgullo organizacional de los esfuerzos y habilidades de los empleados por igual, ya que ambos surgen de la evaluación positiva de estar con el propio empleador (Helm 2013).

Por lo tanto, el objetivo principal de este estudio es examinar el orgullo organizacional en los esfuerzos y habilidades de los empleados examinando las consecuencias paralelas y opuestas. Centramos el examen de estas consecuencias en comportamientos proactivos, que generalmente se definen como esfuerzos autoiniciados y centrados en el futuro para cambiar el yo, el equipo o el medio ambiente (por ejemplo, Grant et al. 2009), incluyendo comportamientos discretos como la venta de problemas, el hecho de hacerse cargo y la voz (Parker y Collins 2010). Hemos elegido comportamientos proactivos porque se destacan como las consecuencias beneficiosas resultantes del orgullo organizacional (Katzenbach 2003). Además, la relación positiva entre el orgullo organizacional y los comportamientos proactivos se ha explicado por los procesos de identificación (Blader y Tyler 2009), lo que además los hace adecuados para examinar las consecuencias paralelas y opuestas del orgullo organizacional en los esfuerzos y habilidades de los empleados.

En resumen, esta investigación realiza las siguientes contribuciones teóricas. Ampliamos la investigación sobre los antecedentes del orgullo organizacional, que hasta ahora detectaban condiciones de trabajo favorables (Kraemer y Gouthier 2014), programas de voluntariado (Jones 2010) y reputación (Helm 2013), indicando los esfuerzos y habilidades de los empleados como fuentes de orgullo organizacional. Diferenciación entre el orgullo organizacional en los esfuerzos y habilidades de los empleados, también nos sumamos a la investigación sobre las consecuencias del orgullo organizacional, que hasta ahora sólo demostró consecuencias positivas (por ejemplo, Blader y Tyler 2009; Yelmo 2013; Tyler y Blader 2002). Específicamente, demostramos que el orgullo organizacional en las habilidades de los empleados puede tener efectos negativos en los comportamientos proactivos. Por último, al destacar los esfuerzos y habilidades de los empleados como atribuciones que conducen a diferentes facetas del orgullo organizacional, también conectamos la incipiente investigación sobre la teoría de la atribución (Martinko et al. 2011) con la investigación sobre comportamientos proactivos (Parker y Collins 2010). A continuación, derivamos nuestras hipótesis sobre las consecuencias paralelas y opuestas del orgullo organizacional en los esfuerzos y habilidades de los empleados.

CONCLUSIÓN

En resumen, este estudio introdujo con éxito la conceptualización del orgullo organizacional en los esfuerzos y habilidades de los empleados. Los resultados confirman influencias paralelas de ambos en comportamientos proactivos a través del compromiso organizacional, pero también efectos opuestos directos. Por lo tanto, esta investigación proporciona dos indicaciones importantes para nuevas investigaciones. En primer lugar, los empleados deben ser considerados como una fuente potencial de

orgullo organizacional. En segundo lugar, el orgullo organizacional puede tener consecuencias negativas, dependiendo de los factores en los que los empleados se enorgullecen.

TRANSLATED VERSION: FRENCH

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VERSION TRADUITE: FRANÇAIS

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INTRODUCTION

Conformément à la citation introductive, la recherche confirme généralement les conséquences bénéfiques de la fierté des employés à l'égard de leur organisation (Tyler et Blader, 2001), qui est définie comme une forme collective de fierté résultant de son appartenance à un groupe (Helm 2013). Fiers de leur organisation, les employés font preuve de plus d'engagement (Tyler et Blader 2002), ont l'intention de rester au sein de l'organisation (Helm 2013), d'exercer des comportements proactifs et extra-rôles (Blader et Tyler 2009) et d'exprimer leur opinion en faveur de l'organisation (Tangirala et Ramanujam 2008). Ainsi, la fierté organisationnelle alimente particulièrement l'engagement affectif des employés envers l'organisation et motive les employés à fournir plus que prévu en termes de travail plus dur, de prise d'initiative et de dépassement des obstacles (Katzenbach 2003). Compte tenu de ces conséquences, il n'est pas surprenant que la fierté organisationnelle des employés soit considérée comme un objectif souhaitable pour les employeurs.

Visant à fournir des indications sur la façon dont la fierté organisationnelle peut être favorisée, des recherches antérieures ont montré qu'elle est inculquée par des facteurs tels que des conditions de travail favorables (Kraemer et Gouthier 2014), des programmes de bénévolat (Jones 2010), ou la réputation externe positive d'une organisation (Cable et Turban 2003; Helm 2013). Ainsi, les examens actuels se concentrent sur les attributs de l'organisation comme sources de fierté organisationnelle. Ainsi, une importante source potentielle de fierté organisationnelle a été supervisée jusqu'à présent : les attributs des employés de l'organisation. C'est d'autant plus surprenant que l'on s'attend à ce que la fierté organisationnelle résulte de se voir comme appartenant à un groupe (Helm 2013), c'est-à-dire les employés d'une organisation, et les employés sont considérés comme une source importante de performance organisationnelle (Barney, 1991). Il semble donc y avoir des raisons considérables de s'enorgueillir de la fierté organisationnelle des employés. De plus, lorsqu'ils examinent les employés comme des antécédents de rendement organisationnel, la recherche fait la différence entre la motivation des employés, c'est-à-dire l'intensité, l'orientation et la durée des efforts des employés, et le capital humain, c'est-à-dire les connaissances, les compétences et les capacités des employés (p. Ex., Jiang et coll., 2012; Liao et coll. 2009). Notamment, cette différenciation comprend ces dimensions, c'est-à-dire les efforts et les capacités, qui ont été précédemment identifiés comme importants pour susciter différentes facettes de la fierté individuelle (Tracy et Robins 2007a).

À la suite de la recherche sur la fierté individuelle en différenciant entre la fierté organisationnelle dans les efforts des employés et la fierté organisationnelle des capacités des employés semble être cruciale parce que la recherche sur la fierté individuelle montre que, bien que la fierté de répondre à l'attribution de résultats positifs aux efforts soit suivie de résultats fonctionnels et liés aux réalisations, la fierté de répondre à l'attribution de résultats positifs aux capacités est liée à des résultats inadaptes et auto-agrandissants (Tracy et Robins, 2007b). Parallèlement, la différenciation entre les efforts des employés et les capacités

de fierté organisationnelle peut entraîner des comportements différentiels. Mais contrairement à la fierté individuelle, on s'attend généralement à ce que la fierté organisationnelle soit bénéfique dans les organisations parce qu'elle active les processus d'identification (Blader et Tyler 2009) résultant de l'appartenance à un groupe évalué positivement (Tajfel et Turner, 1979). On peut s'attendre à ce que ces processus d'identification soient aussi fiers de l'organisation à l'égard des efforts et des capacités des employés parce que les deux découlent de l'évaluation positive d'être avec son employeur (Helm, 2013).

Par conséquent, l'objectif principal de cette étude est d'examiner la fierté organisationnelle dans les efforts et les capacités des employés en examinant à la fois les conséquences parallèles et opposées. Nous concentrons l'examen de ces conséquences sur des comportements proactifs, qui sont généralement définis comme des efforts auto-initiés et axés sur l'avenir pour changer soi-même, son équipe ou l'environnement (par exemple, Grant et coll. 2009), y compris des comportements discrets tels que la vente de problèmes, la prise en charge et la voix (Parker et Collins 2010). Nous avons choisi des comportements proactifs parce qu'ils sont mis en évidence comme les conséquences bénéfiques résultant de la fierté organisationnelle (Katzenbach 2003). En outre, la relation positive entre la fierté organisationnelle et les comportements proactifs s'explique par les processus d'identification (Blader et Tyler 2009), ce qui les rend en outre aptes à examiner les conséquences parallèles et opposées de la fierté organisationnelle dans les efforts et les capacités des employés.

En somme, cette recherche apporte les contributions théoriques suivantes. Nous étendons la recherche sur les antécédents de fierté organisationnelle, qui ont jusqu'à présent détecté des conditions de travail favorables (Kraemer et Gouthier 2014), des programmes de bénévolat (Jones 2010) et de la réputation (Helm 2013), en indiquant les efforts et les capacités des employés comme sources de fierté organisationnelle. La différenciation entre la fierté organisationnelle dans les efforts et les capacités des employés, nous ajoutons également à la recherche sur les conséquences de la fierté organisationnelle, qui jusqu'à présent n'a démontré que des conséquences positives (p. Ex., Blader et Tyler 2009; Helm 2013; Tyler et Blader, 2002). Plus précisément, nous démontrons que la fierté organisationnelle des capacités des employés peut avoir des effets négatifs sur les comportements proactifs. Enfin, en soulignant les efforts et les capacités des employés comme attributions menant à différentes facettes de la fierté organisationnelle, nous connectons également la recherche naissante sur la théorie de l'attribution (Martinko et al. 2011) avec la recherche sur les comportements proactifs (Parker et Collins 2010). Ensuite, nous tirons nos hypothèses sur les conséquences parallèles et opposées de la fierté organisationnelle dans les efforts et les capacités des employés.

CONCLUSION

En résumé, cette étude a réussi à mettre en place la conceptualisation de la fierté organisationnelle dans les efforts et les capacités des employés. Les résultats confirment les influences parallèles des deux sur les comportements proactifs par l'engagement organisationnel, mais aussi des effets opposés directs. Par conséquent, cette recherche fournit deux indications importantes pour d'autres enquêtes. Premièrement, les employés devraient être considérés comme une source potentielle de fierté organisationnelle. Deuxièmement, la fierté organisationnelle peut avoir des conséquences négatives, selon les facteurs dont les employés sont fiers.

TRANSLATED VERSION: GERMAN

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ÜBERSETZTE VERSION: DEUTSCH

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EINLEITUNG

Im Einklang mit dem einleitenden Zitat bestätigt die Forschung im Allgemeinen die positiven Folgen des Stolzes der Mitarbeiter auf ihre Organisation (Tyler und Blader 2001), die als kollektive Form des Stolzes definiert ist, die sich aus der Mitgliedschaft in einer Gruppe ergibt (Helm 2013). Stolz auf ihre Organisation zeigen die Mitarbeiter mehr Engagement (Tyler und Blader 2002), beabsichtigen, bei der Organisation zu bleiben (Helm 2013), proaktives und außerirdisches Verhalten auszuüben (Blader und Tyler 2009) und ihre Meinung zugunsten der Organisation zu äußern (Tangirala und Ramanujam 2008). So fördert organisationsstolz vor allem das affektive Engagement der Mitarbeiter für die Organisation und motiviert die Mitarbeiter, mehr als erwartet zu leisten, wenn es darum geht, härter zu arbeiten, Initiative zu ergreifen und Hindernisse zu überwinden (Katzenbach 2003). Angesichts dieser Folgen ist es nicht verwunderlich, dass der Organisationsstolz der Arbeitnehmer als wünschenswertes Ziel für die Arbeitgeber angesehen wird.

Mit dem Ziel, Hinweise darauf zu geben, wie organisatorischer Stolz gefördert werden kann, zeigten frühere Untersuchungen, dass er durch Faktoren wie günstige Arbeitsbedingungen (Kraemer und Gouthier 2014), Freiwilligenprogramme (Jones 2010) oder den positiven externen Ruf einer Organisation (Kabel und Turban 2003; Helm 2013). So konzentrieren sich die aktuellen Prüfungen auf Attribute der Organisation als Quellen des Organisationsstolzes. Dabei wurde bisher eine wichtige potenzielle Quelle des Organisationsstolzes beaufsichtigt: Attribute der Mitarbeiter der Organisation. Dies ist umso erstaunlicher, wenn man bedenkt, dass organisatorischer Stolz erwartet wird, wenn man sich selbst als Teil einer Gruppe sieht (Helm 2013), d.h. Die Mitarbeiter einer Organisation und Mitarbeiter als wichtige Quelle der organisatorischen Leistung angesehen werden (Barney 1991). Es scheint also einen erheblichen Grund zu geben, auf die Mitarbeiter in der Organisation stolz zu sein. Darüber hinaus unterscheidet die Forschung bei der Untersuchung von Mitarbeitern als Vorläufer der organisatorischen Leistung zwischen der Motivation der Mitarbeiter, d. H. Der Intensität, der Ausrichtung und der Dauer der Bemühungen der Mitarbeiter, und dem Humankapital, d. H. Den Kenntnissen, Fähigkeiten und Fähigkeiten der Mitarbeiter (z. B. Jiang et al. 2012; Liao et al. 2009). Insbesondere umfasst diese Differenzierung jene Dimensionen, d. H. Anstrengungen und Fähigkeiten, die zuvor als wichtig für die Auslösung verschiedener Facetten des individuellen Stolzes identifiziert wurden (Tracy und Robins 2007a).

Die Forschung über den individuellen Stolz durch Die Unterscheidung zwischen organisatorischem Stolz auf die Bemühungen der Mitarbeiter und organisatorischem Stolz auf die Fähigkeiten der Mitarbeiter scheint von entscheidender Bedeutung zu sein, da die Forschung über individuellen Stolz zeigt, dass während stolz auf die Zurechnung positiver Ergebnisse auf die Bemühungen funktionale und erfolgsbezogene Ergebnisse folgt, stolz darauf, positive Ergebnisse den Fähigkeiten zuzuschreiben, mit maladaptiven und selbstverherrlichenden Ergebnissen verbunden ist (Tracy und Robins 2007b). Parallel dazu kann die Unterscheidung zwischen den Bemühungen der Mitarbeiter und den Fähigkeiten für Organisationsstolz zu unterschiedlichen Verhaltensweisen führen. Im Gegensatz zu individuellem Stolz wird jedoch von Organisationsstolz allgemein erwartet, dass er in Organisationen von Vorteil ist, da er Identifikationsprozesse aktiviert (Blader und Tyler 2009), die sich aus der Zugehörigkeit zu einer positiv bewerteten Gruppe ergeben (Tajfel und Turner 1979). Diese Identifikationsprozesse sind für den organisatorischen Stolz auf die Bemühungen und Fähigkeiten der Mitarbeiter gleichermaßen zu erwarten, da beides aus der positiven Bewertung des Einhabens beim Arbeitgeber resultiert (Helm 2013).

Daher besteht der Hauptzweck dieser Studie darin, den organisatorischen Stolz auf die Bemühungen und Fähigkeiten der Mitarbeiter zu untersuchen, indem sowohl parallele als auch gegensätzliche Folgen

untersucht werden. Wir fokussieren die Untersuchung dieser Folgen auf proaktives Verhalten, das im Allgemeinen als selbstinitiierte und zukunftsorientierte Bemühungen definiert wird, das Selbst, das Team oder die Umwelt zu verändern (z.B. Grant et al. 2009), einschließlich diskreter Verhaltensweisen wie Ausgabeverkauf, Übernahme von Verantwortung und Stimme (Parker und Collins 2010). Wir haben proaktives Verhalten gewählt, weil sie als die positiven Folgen des Organisationsstolzes hervorgehoben werden (Katzenbach 2003). Darüber hinaus erklärt sich das positive Verhältnis zwischen Organisationsstolz und proaktivem Verhalten durch Identifikationsprozesse (Blader und Tyler 2009), die sie zusätzlich geeignet machen, parallele und gegensätzliche Folgen des Organisationsstolzes auf die Anstrengungen und Fähigkeiten der Mitarbeiter zu untersuchen.

Zusammenfassend lässt sich sein, dass diese Forschung folgende theoretische Beiträge leistet. Wir erweitern die Forschung über die Vorläufer des Organisationsstolzes, die bisher günstige Arbeitsbedingungen (Kraemer und Gouthier 2014), Freiwilligenprogramme (Jones 2010) und Reputation (Helm 2013) erkannt haben, indem wir die Bemühungen und Fähigkeiten der Mitarbeiter als Quellen des Organisationsstolzes angeben. Differenz zwischen organisatorischem Stolz auf die Anstrengungen und Fähigkeiten der Mitarbeiter, fügen wir auch die Forschung über die Folgen des Organisationsstolzes hinzu, der bisher nur positive Folgen zeigte (z.B. Blader und Tyler 2009; Helm 2013; Tyler und Blader 2002). Insbesondere zeigen wir, dass organisatorischer Stolz auf die Fähigkeiten der Mitarbeiter negative Auswirkungen auf proaktives Verhalten haben kann. Schließlich verbinden wir die aufkeimende Forschung zur Attributionstheorie (Martinko et al. 2011) mit der Forschung über proaktives Verhalten (Parker und Collins 2010). Als nächstes leiten wir unsere Hypothesen über parallele und gegensätzliche Folgen des Organisatorischen Stolzes auf die Bemühungen und Fähigkeiten der Mitarbeiter ab.

SCHLUSSFOLGERUNG

Zusammenfassend wurde in dieser Studie erfolgreich die Konzeption des organisatorischen Stolzes auf die Bemühungen und Fähigkeiten der Mitarbeiter eingeführt. Die Ergebnisse bestätigen parallele Einflüsse beider auf proaktives Verhalten durch organisatorisches Engagement, aber auch direkte gegensätzliche Effekte. Damit liefert diese Forschung zwei wichtige Hinweise für weitere Untersuchungen. Erstens sollten Mitarbeiter als potenzielle Quelle des Organisationsstolzes betrachtet werden. Zweitens kann Organisationsstolz negative Folgen haben – je nachdem, auf welche Faktoren die Mitarbeiter stolz sind.

TRANSLATED VERSION: PORTUGUESE

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VERSÃO TRADUZIDA: PORTUGUÊS

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INTRODUÇÃO

De acordo com a citação introdutória, a investigação geralmente confirma as consequências benéficas do orgulho dos colaboradores na sua organização (Tyler e Blader 2001), que é definida como uma forma coletiva de orgulho resultante da adesão de um grupo (Helm 2013). Orgulhando-se da sua organização, os colaboradores mostram mais empenho (Tyler e Blader 2002), pretendem permanecer na organização (Helm 2013), exercer comportamentos proativos e extra-papéis (Blader e Tyler 2009), e expressar a sua opinião a favor da organização (Tangirala e Ramanujam 2008). Assim, o orgulho organizacional alimenta

particularmente o compromisso afetivo dos colaboradores com a organização e motiva os colaboradores a entregarem mais do que o esperado em termos de trabalho mais duro, de iniciativa e de superação de obstáculos (Katzenbach 2003). Tendo em conta estas consequências, não é de estranhar que o orgulho organizacional dos trabalhadores seja visto como um objetivo desejável para os empregadores.

Com o objetivo de fornecer indicações sobre como o orgulho organizacional pode ser fomentado, pesquisas anteriores mostraram que é inculcada por fatores como condições de trabalho favoráveis (Kraemer e Gouthier 2014), programas de voluntariado (Jones 2010), ou a reputação externa positiva de uma organização (Cabo e Turban 2003; Helm 2013). Assim, os exames atuais concentram-se nos atributos da organização como fontes de orgulho organizacional. Assim, até agora, uma importante fonte potencial de orgulho organizacional foi supervisionada: atributos dos colaboradores da organização. Isto é o mais surpreendente tendo em conta que se espera que o orgulho organizacional resulte de se ver como pertencente a um grupo (Helm 2013), ou seja, os funcionários de uma organização, e os colaboradores são vistos como uma importante fonte de desempenho organizacional (Barney 1991). Assim, parece haver uma razão considerável para se orgulhar dos colaboradores. Além disso, ao examinar os colaboradores como antecedentes do desempenho organizacional, a investigação diferencia entre a motivação dos colaboradores, ou seja, a intensidade, direção e duração dos esforços dos colaboradores, e o capital humano, ou seja, os conhecimentos, competências e capacidades dos colaboradores (por exemplo, Jiang et al. 2012; Liao et al. 2009). Notavelmente, esta diferenciação inclui essas dimensões, ou seja, os esforços e capacidades, que foram previamente identificados como importantes na obtenção de diferentes facetas de orgulho individual (Tracy e Robins 2007a).

Seguir a investigação sobre o orgulho individual, diferenciando o orgulho organizacional nos esforços dos colaboradores e o orgulho organizacional nas capacidades dos colaboradores, parece ser crucial porque a investigação sobre o orgulho individual mostra que, enquanto o orgulho em resposta à atribuição de resultados positivos aos esforços é seguido por resultados funcionais e relacionados com a realização, o orgulho em resposta à atribuição de resultados positivos às capacidades está ligado a resultados inadaptivos e auto-aggrandizing (Tracy e Robins 2007b). Paralelamente, a diferenciação entre os esforços dos colaboradores e as capacidades de orgulho organizacional pode resultar em comportamentos diferenciais. Mas, ao contrário do orgulho individual, espera-se que o orgulho organizacional seja benéfico nas organizações porque ativa processos de identificação (Blader e Tyler 2009) resultantes de pertencer a um grupo positivamente avaliado (Tajfel e Turner 1979). Estes processos de identificação podem ser esperados para o orgulho organizacional nos esforços e capacidades dos colaboradores, porque ambos decorrem da avaliação positiva de estar com o empregador (Helm 2013).

Por conseguinte, o principal objetivo deste estudo é examinar o orgulho organizacional nos esforços e capacidades dos colaboradores, analisando as consequências paralelas e opostas. Focamos o exame destas consequências em comportamentos proactivos, que são geralmente definidos como esforços auto-iniciados e focados no futuro para mudar o eu, a equipa ou o ambiente (por exemplo, Grant et al. 2009) incluindo comportamentos discretos como venda de emissões, assumindo a carga e a voz (Parker e Collins 2010). Escolhemos comportamentos proactivos porque são destacados como as consequências benéficas resultantes do orgulho organizacional (Katzenbach 2003). Além disso, a relação positiva entre o orgulho organizacional e os comportamentos proactivos foi explicada por processos de identificação (Blader e Tyler 2009), o que os torna adequados para examinar as consequências paralelas e opostas do orgulho organizacional nos esforços e capacidades dos colaboradores.

Em suma, esta investigação faz as seguintes contribuições teóricas. Alargamos a investigação sobre os antecedentes do orgulho organizacional, que até agora detetaram condições de trabalho favoráveis (Kraemer e Gouthier 2014), programas de voluntariado (Jones 2010) e reputação (Helm 2013), indicando os esforços e capacidades dos colaboradores como fontes de orgulho organizacional. Diferenciação entre o orgulho organizacional nos esforços e capacidades dos colaboradores, também adicionamos à investigação sobre as consequências do orgulho organizacional, que até agora apenas demonstrou consequências positivas (por exemplo, Blader e Tyler 2009; Leme 2013; Tyler e Blader 2002). Especificamente, demonstramos que o orgulho organizacional nas capacidades dos colaboradores pode ter efeitos negativos em comportamentos proactivos. Finalmente, ao destacar os esforços e habilidades dos colaboradores como

atribuições que conduzem a diferentes facetas do orgulho organizacional, também ligamos a investigação nascente sobre a teoria da atribuição (Martinko et al. 2011) com pesquisas sobre comportamentos proativos (Parker e Collins 2010). Em seguida, derivamos as nossas hipóteses sobre consequências paralelas e opostas do orgulho organizacional nos esforços e capacidades dos colaboradores.

CONCLUSÃO

Em resumo, este estudo introduziu com sucesso a conceptualização do orgulho organizacional nos esforços e capacidades dos colaboradores. Os resultados confirmam influências paralelas tanto em comportamentos proativos através do compromisso organizacional, mas também nos efeitos opostos diretos. Deste ponto de trabalho, esta investigação fornece duas indicações importantes para novas investigações. Em primeiro lugar, os colaboradores devem ser considerados como potenciais fontes de orgulho organizacional. Em segundo lugar, o orgulho organizacional pode ter consequências negativas — dependendo dos fatores em que os colaboradores se orgulham.