

How Pride Influences Perfectionism: The moderating Role of Self-Enhancement Motives

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Abstract: By utilizing Affective events theory, we examined the combined effects of pride and self-enhancement motives on perfectionism. Adopting a time lagged research design, we collected data at two different time intervals from the service sector employees of twin cities in Pakistan. Using process-macro technique, our finding showed the direct positive association between pride and perfectionism. We also found the moderating role of self-enhancement motives between pride and perfectionism. The results supported our direct and moderation hypotheses, proving that pride is positively associated with perfectionism and in case of high levels of self-enhancement motives, this positive association is strengthened.

Keywords: Pride, Perfectionism, Self-Enhancement Motives, Affective Events Theory

JEL Classification Codes:

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1. Introduction

“Perfectionism is not attainable, but if we chase perfection, we can catch excellence” It is a famous quote by Vince Lombardi (Green Bay Packers Coach, 1959-1967) (Holman & Davies, 2023). Individuals often try to balance their personal aspirations to be perfect and the inherent human desire for pride and recognition. In the current scenario of modern workplace, organizations increasingly seek employees who are competent as well as are motivated and self-assured. They encourage their employees to achieve the goals which are assigned to them perfectly to maintain their position in the market and to get competitive advantage.

The current study focuses on the complex relationship between pride and perfectionism in organisational settings with self-enhancement motives acting as a boundary condition. These two factors; trying to be perfect and feeling proud of what we achieve play a big role in achieving organizational success.

We propose that, feelings of pride predict perfectionism. Perfectionism is a construct which has been explored in many forms.

Many scholars have conceptualized it as a trait (e.g., Feher, Smith, Saklofske, Plouffe, Wilson, & Sherry, 2020; Frost, Marten, Lahart, & Rosenblate, 1990; Hewitt & Flett, 1991), others have conceptualized it as an attitude (e.g., Hewitt, Flett, Besser, Sherry, & McGree, 2003). The current study has explored the domain by considering its attitude side. Moreover, most of the extant literature has conceptualized perfectionism as a negative construct (e.g., Hewitt, Smith, Deng, Chen, Ko, Flett, & Paterson, 2020a; Hewitt, Mikail, Dang, Kealy, & Flett, 2020b; Lee-Baggley, Nealis, & Sherry, 2016; Smith, Sherry, Hewitt, Flett, Hall, & Lee-Baggley, 2020) but fewer studies have explored its positive side too. Research suggests that perfectionism may also breed positive outcomes in the organization if managed properly (Dunkley & Blankstein, 2000; Frost, Heimberg, Holt, Mattia, & Neubauer, 1993; Stoeber & Otto, 2006). Although studies have recognised the positive impact of perfectionism but still majority of the studies revolve around the dark side of perfectionism (Dunkley et al., 2000; Frost et al., 1993; Stoeber & Eysenck, 2008), and those who have explored the bright side of perfectionism have majorly focused on its single dimension, i.e., personal standards (e.g., Gong, Fletcher, & Paulson, 2017; Levine, Werner, Capaldi, & Milyavskaya, 2017; Muñoz- Villena, Gómez-López, & González-Hernández, 2020; Sotardi & Dubien, 2019).

Perfectionism is when we really want to do everything right, like getting top grades or being the best at something. Perfectionism drives individuals to push their limits, set high standards and persistently try to polish their skills. There are a number of theories of perfectionism, the one which is being explored in the current paper is presented by Smith & colleagues (2016), where they gave a three-dimensional view of perfectionism, namely; rigid perfectionism, self-critical perfectionism, and narcissistic perfectionism (Smith, Sherry, Saklofske, Enns, & Gralnick, 2016). Specific emphasis of this paper is on self-oriented perfectionism that is reflected in the first two dimensions; i.e., rigid perfectionism and self-critical perfectionism. Rigid perfectionism is defined as an individual's high expectations for themselves and work diligently to achieve them (Hewitt et al., 1991) and self-critical perfectionism lies in the idea of perception about one's own self that other's expect perfection from them and would judge them harshly in case of any imperfections (Dunkley, Zuroff, & Blankstein, 2003). As we are observing perfectionism as an attitude, and attitudes usually are more transient in nature and are less likely to change over time, therefore, we are operationalizing it at the aggregate level rather than dimensionally (Smith et al., 2016). A lot of research, reviews, and meta-analysis has been conducted in the domain of perfectionism (Harari, Swider, Steed, & Breidenthal, 2018; Hill & Curran, 2016; Limburg, Watson, Hagger, & Egan, 2017; Lloyd, Schmidt, Khondoker, & Tchanturia, 2015; Smith, Sherry, Gautreau, Mushquash, Saklofske, & Snow, 2017; Smith et al., 2016; Stoeber & Damian, 2016), but less attention has been paid to the role of perfectionism in the context of organizational behaviour (Ocampo, Wang, Kiazad, Restubog, & Ashkanasy, 2020). Most of the existing studies in this domain have explored its effects, however, some of the scholars have explored its causes too (e.g., Blatt, 1995; Frost, Marten, Lahart, & Rosenblate, 1990; Hewitt, Flett, Sherry, & Caelian, 2006; Sorotzkin, 1998), but their focus is restricted to early childhood experiences and parent-child relationship (Ocampo et al., 2020). Hence, this study attempts to fill this gap by exploring the construct in the organizational settings. Also, research

warrants a clear conceptualization of the construct in terms of its boundary conditions (Oampo et al., 2020). Therefore, self-enhancement motives are considered as an important moderating factor in this paper.

Likewise, Pride, the independent variable of the current study, is an emotion that reflects individual's self-esteem and self-worth. It is the feeling of happiness and satisfaction when we achieve something or when we do something good. Pride is an emotion which might arise as a result of positive work experiences in the organization. Scholars have defined it as an artificial sentiment which compels individuals to perceive themselves as more important than others who are around them. (p. 167, Rousseau, 1985). Researchers have suggested several conceptualizations of the construct (e.g., Dickens & Robins, 2020; Mercadante, Witkower, & Tracy, 2021) but the current study has operationalized it as organizational pride. Organizational pride is known to be an authentic expression that results from an actual experience, which facilitates in enhancement of individual's self-esteem, power, and status in the workplace. The individuals experiencing such pride feels good about themselves and they possess positive characteristics like, personality, and social status, etc. (Dickens et al., 2020). Although emotions are very much studied in the domain of organizational psychology and a wide range of emotions have been explored, for instance, researchers claim that passion may lead to highly emotional outcomes (Johansen, 2015). Also, past literature contends that the individuals who are well motivated are better able to thrive and cope up with their work demands. Similarly, scholars have advised the practitioners to think about different ways to improve employee authenticity and engagement at the workplace by offering them officiating roles because it helps in achieving excellence and efficacy (Kim, Kim, Simmond, & Warner, 2021). Moreover, pride has been explored as an antecedent variable with several different variables like; organizational commitment (Ellemers, Kingma, van de Burgt, & Barreto, 2011), self-efficacy (Todd & Kent, 2009), compliance, satisfaction, and intention to stay (Tyler & Blader, 2001). Furthermore, pride is considered to be an important strategic asset for the organization that determines performance and organizational success (Katzenbach, 2003).

When we explore the domain of human psychology, the moderator of the current study cannot be overlooked, the concept of self-enhancement motives is deeply rooted in the innate need for self-preservation and self-esteem maintenance. The current paper aims to find out to what extent these self-enhancement motives moderate the positive association between pride and perfectionism.

Self-enhancement motives can be defined as an individual's personal intention of portraying a positive self-image to others (Yun, Takeuchi, & Liu, 2007). Employees may behave in certain way that creates their desirable and admirable image in front of others. They might engage in discretionary behaviours to enhance their self-image in the workplace because businesses need and value high-performing people who are considered as a significant asset for them (Yun et al., 2007). This effort of exhibiting a favourable self-image varies differently among individuals and help them to feel good about themselves (Sedikides & Gregg, 2008). Scholars assert that self-enhancement motive is a strong moderator (Alicke, Zell, & Guenther, 2013) and exists almost

in every culture (Sedikides, Gaertner, & Cai, 2015) but it varies among individuals (Hepper, Sedikides, & Cai, 2013). People sometimes engage in certain behaviours to self-improve so they can attain variety of goals that are beneficial for their personal growth and productivity (Lynch & VanDellen, 2020). Moreover, employees having self-enhancement motives seek positive feedback (Szumowska, Szwed, Wójcik, & Kruglanski, 2023). Additionally, the perception of a person about him/herself that his/her co-worker trust them coupled with self-enhancement motives determine job performance (Kim, David, Chen, & Liang, 2023).

Research suggests that pride when combined with self-enhancement motives increases sustainable behaviours (Yan, Keh, & Murray, 2023) and positive green human resource management related behaviours (Elshaer, Azazz, Kooli, & Fayyad, 2023). Moreover, it reduces negative workplace outcomes and facilitates in the achievement of positive outcomes (Le, Hancer, Chaulagain, & Pham, 2023). Basing our argument on this notion, we suggest that the interaction of pride and self-enhancement motives depicts the perfectionist attitudes. More specifically, in case of the individuals having high self- enhancement motives, the positive association between pride and perfectionism will be strengthened.

1.1 Affective Events Theory as a Theoretical Foundation

According to the Affective Events Theory (AET) (Weiss & Cropanzano, 1996), people develop particular attitudes and behaviours as an affective response to particular workplace events and experiences that are either judgemental or affective in nature. Affect driven suggests that outcomes depend on human states and moods and are time dependent, whereas judgement driven suggests that behaviours are the immediate results of long-term judgements (Weiss & Cropanzano, 1996). The affects, or the employees' feelings and moods, are their subjective sentiments. As opposed to this, attitudes are derived from evaluative and cognitive assessments based on affects (Carlson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011). According to AET, objective attainment precedes individuals' emotional reactions, and affective reactions to particular work events impact employees' work attitudes (Legood, van der Werff, Lee, den Hartog, & van Knippenberg, 2023).

Event, Emotion, Attitude, and Behaviour make up the three phases of AET (Cropanzano, Dasborough, & Weiss, 2017). The "Contagion" phase is when an organisation gets to know its people. Specific workplace occurrences then cause individuals to evaluate their current circumstances. The second phase is "Entertainment," during which relationships begin to form as workers begin to attach feelings or emotions to their experiences. These emotional responses are based on how positive or negative the experiences were, and conclusions are drawn as a result. The final stage is called "Elicitation of Moral Emotions" and is also known as the "stage of role routinization" since it is when the stability of emotions is translated into people's attitudes. Individuals behave based on assessments and decisions they make in response to certain work situations, and the attitudes they create in this stage are subjective and may differ from person to person (Cropanzano et al., 2017).

Building on these AET premises, we argue that pleasant workplace situations arouse feelings of pride which predicts perfectionism (as an attitude), and this attitude will be sparked by this positive emotional arousal as well as the individual's personal self-enhancement motives.

Therefore, the goal of the present study is to contribute in a variety of ways to the literature on pride, perfectionism, and self-enhancement motives. First, it tries to establish the significance of pride as a distinct emotion that predicts an important outcome variable; perfectionism. Secondly, it makes use of the principles of affective events theory to clarify how feelings of pride transfer into perfectionist attitudes in the presence of self-enhancement motives as a contingent variable.

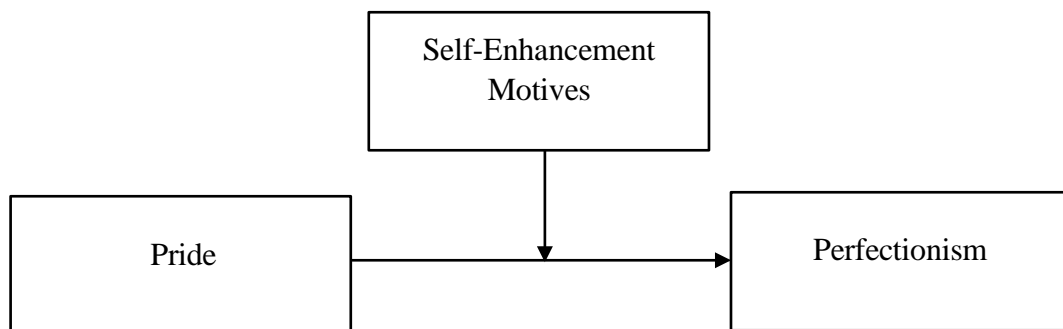


Figure 1. Theoretical Framework shows the direct relationship between Pride and Perfectionism as well as moderating role of Self-enhancement Motives between

2. Literature Review & Hypotheses

2.1. Direct Relationship Between Pride and Perfectionism

The existing body of knowledge suggests a probable link between pride and perfectionism. It is crucial to keep in mind that the relationship between these factors is complex and dependent on the specific subtype of perfectionism under examination. In their study, Stoeber et al. (2006) looked at several conceptualizations of perfectionism. Researchers found that those with positive traits are more likely to exhibit perfectionistic tendencies, which are described by the setting of high standards and a relentless pursuit of achieving them. This suggests that those who take joy in their accomplishments may be more inclined to strive for perfection and keep high standards for themselves. Moreover, in another research, scholars explored the relationship between pride and other types of perfectionism. The researchers found a strong link between self-centred perfectionism, which is typified by the setting of high personal standards, and feelings of pride. However, there was no correlation between pride and socially prescribed perfectionism, which involves feeling pressure to fit in with others' expectations (Stoeber & Yang, 2010). This suggests that there may be a link between pride and a healthy form of perfectionism that places a focus on personal accomplishments and self-improvement as opposed to a less healthy form that becomes fixated on getting other people's praise.

However, a number of research suggest that the connection between pride and perfectionism may be more nuanced than previously thought. In one of the studies, the authors found that people often display perfectionistic inclinations when attempting to achieve complex goals while yet maintaining their self-esteem (Bynum & Artino Jr., 2018). On the basis of this idea, we propose that pride and perfectionism are positively correlated.

The combined results show a potential positive relationship between pride and particular aspects of perfectionism, specifically the quest for excellence and the setting of high personal standards. However, the relationship between these structures is complex and could change depending on the specific perfectionism manifestation under discussion.

According to the arguments put out by the Affective Events Theory (AET), people are motivated to act pro socially by their impression of significance. It is hypothesised that a person's sense of pride will ultimately manifest as perfectionism. According to the Affective Events Theory (AET), people who feel happy emotions are more prone to form positive attitudes, as was previously stated. Pride, on the other hand, acts as a stimulant for the development of perfectionist tendencies in people. The linked attitudes are more prominent the more prominent the emotions are. Perfectionist inclinations are more prevalent in people who feel proud of themselves. The people in question tend to be extremely careful, and they expect the same level of perfection from everyone else. People who are perfectionists have a propensity to see their flaws as important life events and strive for perfection in whatever they do. On the basis of this, we have proposed the following hypotheses:

Hypothesis 1: Pride is positively related to perfectionism.

2.2. Self-Enhancement Motives as a Moderator

In the suggested mechanism, the presence of self-enhancement goals is a key predictor. According to Yun et al. (2007), these motivations are described as a person's concern with how others see them, which in turn motivates them to present a positive self-image to others.

The self-enhancement motive and its numerous manifestations are frequently found to be compelling (Alicke et al., 2013) and pervasive across cultures (Sedikides et al., 2015), although it's crucial to highlight that they do differ between people (Hepper et al., 2010, 2013). People have a seemingly endless variety of self-improvement activities at their disposal. Many methods have the benefit of boosting or maintaining self-esteem despite fluctuations in cost and other driving variables. Existing research has demonstrated that people may not always perceive motivation with the same intensity or demonstrate the same degrees of motivation-induced behaviour. As a result, people may engage in self-enhancement, where they display actions that enhance their impression of themselves and are motivated by their perceptions of their utility in accomplishing various goals (Lynch et al., 2020). Therefore, it is hypothesised that the sensations of pride and perfectionism will be significantly influenced

by the different levels of self-enhancement ideals. When compared to people with lower motives, those with higher self-enhancement scores are more likely to have stronger feelings of pride and have a more overt perfectionist attitude.

Self-enhancement tendencies are marked by a propensity for people to retain extremely positive self-perceptions, which can occasionally be disconnected from reality. When confronted with difficult situations, these people have been proven to have excellent coping techniques (Bonanno, 2004). This phenomenon is probably caused by the fact that people's normally upbeat impressions of themselves and the outside world are severely tested when they are faced with a very upsetting or dangerous occurrence. As a result, people frequently think that their strength has been diminished and that they are more vulnerable (Carnelley & Janoff-Bulman, 1992). Taylor (1983) suggested that self-enhancers might find it simpler to carry out future actions targeted at preserving or regaining a positive sense of self, which may make them more resilient to unpleasant situations (Gupta & Bonanno, 2010).

Self-enhancement motives, as previously stated, are motivated by the need to maintain, and increase a positive self-perception, which can be attained through accomplishments or a higher social status. There is evidence to show that people with strong self-enhancement ambitions exhibit a larger tendency to pursue jobs of high social status (Kaufman, Yaden, Hyde, & Tsukayama, 2019). Additionally, these people are more likely to experience pride when they successfully complete such obligations.

Past literature looked at self-improvement objectives in the context of autobiographical recollections. One of the studies found that people with strong self-improvement goals had a higher propensity to remember and recall happy events that were accompanied by feelings of pride (D'argembeau & Van der Linden, 2008). An examination was carried out to evaluate the relationship between self-improvement aspirations and the spread of word of mouth among customers, where the authors found that people with significant self-enhancement goals had a higher inclination to spread information via word of mouth (Wien & Olsen, 2014). Although the study did not specifically look at the relationship between pride and self-enhancement goals, it can be inferred from the findings that people are more willing to connect themselves with positive traits when their own interests are at stake. Therefore, persons in positions of leadership who strive for personal progress may feel proud of themselves.

Additionally, in a sample of students, Stoeber, Kobori, & Tanno (2013) looked into the relationship between emotions of self-consciousness and perfectionism. According to research by Fedewa, Erdfelder, Buchner, & Lang (2005), it was found that a person's level of success or failure in an event had an impact on their post-event feelings. Particularly, people who succeed often feel proud of themselves, whereas people who fail frequently experience feelings of embarrassment or shame. People are therefore more likely to feel proud of their accomplishments, which motivates them to set higher standards of perfectionism for future attempts.

In order to investigate the relationship between perfectionism, well-being, and self-esteem among those enrolled in higher education institutions, Karatas & Tagay (2012) undertook another investigation. Significant relationships between the variables were found during the analysis. On the basis of this conceptual framework, it has been found that people who have high self-enhancement motives have a stronger tendency to feel proud after achieving their performance goals. According to their self-evaluations, these people also frequently display high levels of perfectionism.

Therefore, the current study suggests that self-enhancement motives have a substantial impact on the relationship between pride and perfectionism. Particularly, people with high degrees of self-enhancement motives are more likely to exhibit the positive association between pride and perfectionism.

By drawing on the AET theory, the abovementioned relationship is explained. According to research, pride frequently results in negative effects, especially when it is typified by self-centeredness, a characteristic that experts sometimes refer to as hubristic pride. We are operating under the presumption that self-enhancement objectives may have some impact. People that have a higher propensity for self-enhancement goals frequently display their positive self-perceptions in front of other people. This positive self-image then encourages pride and a drive for perfection, inspiring people to highlight their talents while hiding their flaws.

Consequently, based on this premise, we postulate that;

Hypothesis 2: Self-Enhancement Motives moderates the relationship between pride and perfectionism, such that this positive relationship is strengthened in case of high Self-Enhancement Motives

3. Methods

3.1. Sample & Data Collection

Employees of various service sector companies, such as banks, telecom, consultancy firms, financial institutes, and software houses, were contacted for data collecting by using personal and professional relationships. The respondents chose to participate voluntarily. By utilising convenience sampling techniques, a cover letter explaining the goal of the study and the anonymity of respondents was given to the human resource departments of various organisations. Data were gathered using temporal segregation, which separates all of the study variables into two time periods separated by an interval of around one month. Research suggests that utilizing temporal segregation method for data collection could be used to address the problem of common method variance (Khan, Ma, Chughtai, & Li, 2021; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Podsakoff, MacKenzie, & Podsakoff, 2012). Moreover, convenience sampling technique was employed because of the time and cost constraints, as suggested under such constraints (Speak, Escobedo, Russo, & Zerbe, 2018). Data collection methods included self-rated questionnaires; at time 1, questions on "Pride" and "Self-enhancement motives" were asked,

whereas we collected information at time 2 on the dependent variables, perfectionism. We submitted nearly 600 questionnaires to the employees of various organisations; after removing any irrelevant or inconsistent data, 528 complete responses remained, giving us a final response rate of 88%.

The study's sample consists of people with a variety of traits. The final sample was made up of 67% men and 33% women, most of whom worked for private companies and had bachelor's degrees (52%), primarily with specialisations in operations and marketing. Additionally, the respondents' mean age was 29 years, with a range of 20 to 73 (SD = 8.76). Their average years of current employment and total employment were 4.84 and 8.03, respectively.

3.2. Measures

Research in the Pakistani setting has demonstrated that language is not a barrier to data collection (De Clercq, Haq, Raja, Azeem, & Mahmud, 2018; Naseer, Raja, Syed, Donia, & Darr, 2016). All of the questions were in English. All the factors were assessed on a seven-point Likert scale ranging from 1 = strongly disagree to 7 = strongly agree.

3.2.1. *Pride*

A seven-item, self-reported scale created by Gouthier & Rhein (2011) was modified to measure pride. Respondents were asked to choose the statement that most accurately described how they felt about their jobs. Examples of items include "I am proud of the company's achievements" and "I am proud of the work I have done for this company." At time 1, the variable was tapped, and Cronbach's alpha reliability was found to be 0.94.

3.2.2. *Perfectionism*

At time 2, perfectionism was assessed using the Feher et al. (2020) Big Three Perfectionism Scale-Short Form (BTPS-SF). The scale's condensed form has 16 self-reported items, of which 10 show strict and self-critical perfectionism as well as self-oriented perfectionism, which was the perfectionism that was studied. The questions were phrased as follows: "Read each statement below and choose the response that most accurately captures your workplace attitude." Sample items include; "My opinion to myself is tied to being perfect", and "I feel disappointed with myself, when I don't do something perfectly". The scale's Cronbach alpha reliability was found to be 0.90 in the current study.

3.2.3. *Self-Enhancement Motives*

A six-item, self-reported scale created by Yun et al. (2007) was utilized to measure self-enhancement motives. Respondents were asked to choose the statement that most accurately described them. Examples of statements include "I try to modify my behaviours to give good images to others", "It is important to me to give a good impression to others" and "I like to present myself to others as being a friendly and a polite person". The variable was tapped at time 1, and Cronbach's alpha reliability was found to be 0.79.

3.3. Control Variables

At time 1, information on the demographic characteristics was gathered through self-reported questions. Analysis of variance (ANOVA) was carried out to investigate their impact on dependent variables. According to the test results, gender, organisational type, education, and area of specialisation significantly influenced our dependent variable; as a result, these factors were controlled. Gender, a dichotomous variable, was directly controlled; however, dummy factors were created for organisational type (OrgT2), education (Edu1), and area of specialisation (AOS6). While conducting a correlation and regression analysis, these controls were added as covariates.

4. Results & Analysis

Before running the main analysis on the study data, validity of measures was determined through Average Variance Extracted (AVE) and Composite Reliability (CR). Values greater than 0.50 indicate that convergent validity is in the acceptable range (Kline, 2013). Likewise, to assess internal consistency of the variables, CR is computed and research suggests that the values greater than 0.70 indicates the acceptable range of CR (Hair, Anderson, Tatham, & Black, 1998). Moreover, scholars also claim that, if value of AVE falls below 0.50, then CR values should be greater than 0.60 (Fornell & Larcker, 1981). The results of the current study indicate that the discriminant and convergent validity of the study is well-established, i.e., for Pride, AVE = 0.63 and CR = 0.92, for perfectionism, AVE = 0.53 and CR = 0.90, whereas, for self-enhancement motives, AVE = 0.50, and CR = 0.86.

Table 1 presents the mean, standard deviations, reliabilities, and correlations of the constructs. The correlation values among the three study variables are shown against each variable.

Table 1. Means, Standard Deviations, Correlations, and Reliabilities

	Mean	SD	1	2	3	4	5	6	7
1 Gender	.33	.47							
2 OrgT2	.11	.32	.05						
3 Edu	.09	.29	.22***	-.11					
4 AOS6	.25	.43	.48***	.12**	.26***				
5 Pride	5.21	1.59	-.34***	-.13**	-.15***	-.26**	(.94)		
6 Perfectionism	4.48	1.37	-.25***	-.13**	-.07	-.19***	.63***	(.90)	
7 Self-Enhancement Motives	5.41	1.05	-.06	.13**	-.15***	-.12**	-.011**	.24***	(.79)

Note. N=528; Cronbach alpha reliabilities are in parenthesis. * $p < .05$; ** $p < .01$; *** $p < .001$; Where, SD = Standard Deviation; OrgT2 = Organization Type 2; Edu = Education; AOS6 = Area of Specialization.

Model 1 of Process-Macro was used to test the role of self-enhancement motives between pride and perfectionism. For the study, the independent and moderating variables were centred around standard deviation values of +1 and -1, as recommended. After considering the effects of control variables, the positive and significant interactive effect of pride and self-enhancement motives was found to be $\beta = 0.12$, $SE = 0.03$, $t\text{-value} = 4.48$, $p < 0.001$. Also, $R^2 = 0.03$; $p < 0.001$ showed that the interaction of pride and self-enhancement motives was a significant source of incremental variation (see Table 2). Also, the slope test showed that the positive link between pride and perfectionism is stronger at higher levels of self-enhancement motives ($\beta = 0.63$, $SE = 0.05$, $t\text{-value} = 12.24$; $p < 0.001$) and weaker at lower levels of self-enhancement motives. A moderation graph was also plotted to show how the interactions affected each other. Figure 2 shows the slope test. The slope test for moderation shows that there are significant values at high self-enhancement motives (slope = 0.62, $t = 13.63$, $p < 0.001$), which means that the positive relationship between pride and perfectionism gets stronger at high self-enhancement motives (Table 3). At low self-enhancement motives, however, the values are still significant, but at a lower level than at high self-enhancement motives (slope = 0.36, $t = 7$). All of the results of the interactive effects, slope test, and interaction plots (moderation graphs) strongly support our hypothesis, which suggests that self-enhancement motives moderate the relationship between pride and perfectionism, such that when self-enhancement motives are high, this positive relationship is stronger than when they are low.

Table 2. Moderation Analysis for Self-Enhancement Motives between Pride and Perfectionism

	β	SE	T	P	LL	UL
Constant	4.97	0.14	34.76	0.00	4.69	5.25
Pride \rightarrow Perfectionism	0.49	0.04	12.81	0.00	0.42	0.57
Self-Enhancement Motives \rightarrow Perfectionism	0.29	0.04	7.32	0.00	0.21	0.36
Pride*Self-Enhancement Motives \rightarrow Perfectionism	0.12	0.03	4.48	0.00	0.07	0.18
		ΔR^2	F	P		
ΔR^2 due to interaction		0.03	20.09	0.00		
Conditional Effect of Pride on Perfectionism						
	Effect	Boot SE	T	P	LL	UL
SEM Low -1 SD (-1.05)	0.37	0.05	8.01	0.00	0.28	0.45
SEM Moderate M (0.00)	0.49	0.04	12.81	0.00	0.42	0.57
SEM High +1 SD (+1.05)	0.63	0.05	12.24	0.00	0.53	0.73

Note: $N = 528$; SEM = Self-Enhancement Motives

Table 3. Simple Slope Test for Self-Enhancement Motives as Moderator between Pride and Perfectionism

Interaction	Perfectionism			
Pride*SEM	Moderator Condition			
	High SEM		Low SEM	
	β	p-value	β	p-value
	0.62	p<0.001	0.36	P<0.001

Note: N=528; SEM=Self-Enhancement Motives

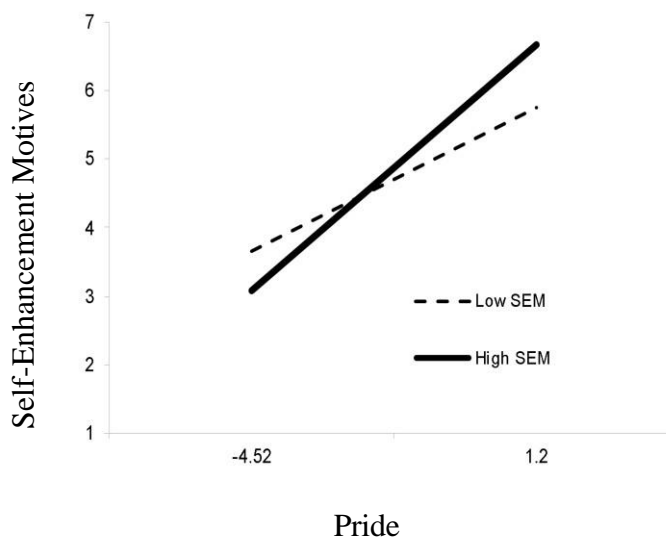


Figure 2. Interactive Effects of Pride and Self- Enhancement Motives on Perfectionism

5. Discussion and Conclusion

The findings of the current study suggest that pride has a direct effect on perfectionism. Moreover, self-enhancement motives were found to have a significant moderating effect on the positive association of pride and perfectionism. The data revealed full support for our direct as well as moderating hypotheses. The findings of the research are in line with the existing literature of Affective Events Theory that suggests that positive workplace experiences results into positive affective and attitudinal outcomes (Cropanzano et al., 2017).

As mentioned earlier, the link between pride and perfectionism was fully backed up by the results of this study. Scholars suggest that people who feel proud of what they have done may be more likely to aim for greatness and hold themselves to high standards (Stoeber et al., 2010). People try to be perfect, especially when their goals are difficult to achieve (Bynum & Artino Jr., 2018), but they also try to keep their self-esteem.

We also got full support for hypothesis 2, which suggests that self-enhancement motives act as a moderator between pride and perfectionism. These results were also in line with research from the past, which showed that people with high self-enhancement motives could remember good things that happened in their lives that made them feel proud (D'argembeau et al., 2008). People with high self-enhancement motives also tend to show how they feel about their goals through certain actions, which may be caused by pride (Wien & Olsen, 2014). In the same way, research from the past backs up the idea that self-enhancement motives are a boundary condition between pride and perfectionism. Research shows that people who are more self-conscious set high standards of perfectionism for their future achievements (Fedewa et al., 2005; Stoeber et al., 2013). Having a high sense of self-worth also means that a person needs to hold themselves to high standards, especially if they have already met their performance goals (Karatas et al., 2012).

5.1. Managerial and Practical Implications

In many ways, managers and practitioners can learn from the present study. Our research shows that managers can provide their best employees with positive work experiences to keep them motivated and interested in the organisation. This is because organisations and the employees work together to help get expertise at the jobs. If these people leave the organisation for any reason, it creates a gap that is hard to fill in a short time. Organisations can give positive work experiences to important people so that they can take advantage of their knowledge and experience. In the same way, our study shows that a person's achievements and accomplishments can make them feel proud. This is a very personal feeling that varies from person to person and grows over time. So, organisations should pay attention to these feelings in order to get the most out of them. Our research also shows that pride makes people want to be perfect, which is a good attitude that helps the organisation get what it wants. Organisations could support these attitudes, especially those that focus on the individual, so that people will try to do their best work to help the organisation reach its goals and aims. This would improve the quality of their work. Also, the organisation should encourage and monitor individual's self-enhancement motives, by using self-enhancement motives, employees often try to give others a good impression of themselves. If these goals are sincere, they could make the organization a better place to work. And eventually can help make an organization's attitude and atmosphere more ethical, reliable, and polite. Everyone who works for such an organisation is happy, so they all do their best to help it succeed. Managers should recognise people who do good work to support and inspire them. The current study also contributes in the theory of pride and perfectionism

literature, the two variables are considered to have negative associations but the current study suggests a positive relationship between the two constructs in the presence of self-enhancement motives.

5.2. Limitations and Future Research Directions

Even though the current study gives a unique and different viewpoint on perfectionism by giving a theoretical framework that explains how pride can be used to predict perfectionism, and how self-enhancement motives strengthens their positive association, it still has some problems. First, the affective events theory explains that favourable work outcomes (attitudes or behaviours) results from pleasant work experiences. Although, the current study suggests that such work events stir positive emotions in the individuals, but no specific work event or situation is explored in the current study. Future researchers could assess specific work events and their subsequent affective, attitudinal, or behavioural reactions to find out the factors more deeply for better understanding of the theory. Secondly, the research is also limited in terms of its boundary conditions. Future research should also look at how personality and surroundings can act as moderators to see how they affect at different levels. Third, the current study used data from single sources by looking at different variables at different times, but it still single-source bias could spoil the results. Therefore, scholars should use a pure longitudinal research strategy and collect data for each variable at all time intervals by using multi-sourced data to see how they affect the study variables. Also, we have only looked at self-focused aspects of perfectionism. In the future, researchers could also look at how pride affect other-focused perfectionism. Lastly, the theoretical framework of this study can be used by other experts in other countries with the same economy and society to confirm that these results are true in other situations.

5.3. Conclusion

The current research explores the positive association between pride and perfectionism in the presence of self-enhancement motives by utilizing affective events theory (Cropanzano et al., 2017). Our results support the notion that pride predicts perfectionism and at higher levels of self-enhancement motives, this positive association is strengthened.

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