

*TOPIC MODELLING OF THE EMPIRICAL MANAGEMENT RESEARCH EMPLOYING  
REGULATORY FOCUS THEORY*

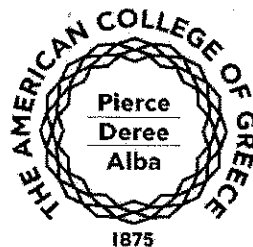
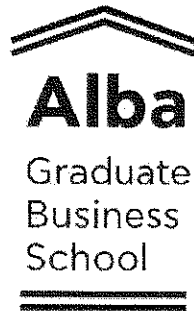
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By

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Topic Modeling of the Empirical Management Research Employing Literature Review of  
Regulatory Focus Theory

A. INTRODUCTION

The process which characterizes the actions and decisions of consumers is based on a variety of motivation factors. Particularly, consumers tend to avoid pain on the actions that they are choosing and, on the other hand, to approach pleasure from actions and decisions which will benefit them (Bui & Krishen, 2015). Based on the regulatory focus theory, consumer's motivation is separated in two categories (Kark, Van Dijk & Vashdi, 2018). The first category is called promotion and focus on the need for advancement, for instance, a person in order to become healthy, he could follow the promotion category and start eating healthy and doing exercises. On the other hand, the second category is called prevention and focus on the needs of security. Similar to the previous example, if the person wants to become healthy through the prevention category, he might stop bad habits such as smoking or eating junk food in order to feel secure from these habits. In some cases, many people might tend to follow more the promotion category in their everyday life and, on the other hand, some others might follow the prevention category because these actions are characteristics from their personalities. In more details, people who are following more the promotion category are those who are motivated to earn higher gains. These people are motivated by earning accomplishments and they are characterized as promotion-biased. Contrarily, people who are following the prevention category they are more motivated by avoiding a negative result. These people focus on security, avoid losses and follow the rules. Based on the regulatory focus theory, many businesses are trying to approach customers more effectively by making people believe that the decisions and actions that they choose are suitable for them (Jain & Agrawal, 2006). Particularly, when consumers feel that their decisions follow the regulatory focus theory, they are more engaged with these decisions and as a result they feel right about their actions. An

effective management strategy that focuses on the regulatory focus theory could achieve to increase consumers' commitment to their actions. In contrast, a management strategy that does not fit with the regulatory focus theory, it could discourage consumers to increase their commitment to the deal and, consequently, to make the customer feel that the deal threatens his or her values.

Moreover, the regulatory focus theory is beneficial for management due to the fact that it could identify a better meaning about what concerns consumer behavior and as a result to create a better match between management techniques and the communication, purchasing process or consumption context. This phenomenon has been analyzed from many researchers and also, it has taken place in many experiments over the years. In the particular essay, it will be analyzed the regulatory focus theory that has been applied in many experiments and theories from a variety of researchers and also it will be provided the results from those articles and finally some recommendations for future research that could be examined.

## B. LITERATURE REVIEW

### 1. Regulatory Focus Theory

**A point of view of regulatory focus theory from Higgins (1997).** According to the findings of Tory Higgins, people avoid pain and approach pleasure. In order to identify the true meaning of avoidance-approach motivation, people from psychology field, they moved beyond the hedonic foundation to the foundation that analyzes the different ways that approach-avoidance motivation operates. A foundation that describes this situation is the regulatory focus theory, which underlies the self-regulation with the promotion focus category where people emphasize to earn accomplishments and on the other hand, the self-regulation with prevention focus category where people are trying to avoid negative outcomes and feel safe and secure (Bullard & Penner, 2017). The foundation of regulatory focus theory is applied for reconsidering the fundamental characteristics of approach-avoidance. Both categories of regulatory theory are used to situations

that have been treated in terms of well-being (promotion focus) or cognitive dissonance (prevention focus). The findings of Higgins' research looking for strategies that accept pleasure and pain to be regulated. Specifically, the approach strategy tries to maximize the chance of earning a positive outcome compared to the avoidance strategy which tries to minimize the probability of a negative outcome to occur. Based on that factor, the approach strategy is the promotion focus and on the other hand the avoidance strategy is the prevention focus that act as motivational factors for each individual.

Regulatory focus influences people about how they achieve their goals or face a situation based on individual focus, their motivation and the different strategies, avoidance or approach, that lead individuals to achieve a goal (desire state) or avoid it (undesired state). For instance, a promotion focus individual in order to have a fit body for the summer, he or she will adopt the approach strategy by doing gymnastics. On the other hand, a prevention focus individual will use the avoidance strategy by stopping eating junk food. Moreover, Higgins mentioned that promotion and prevention focus individuals not only differ in terms of the actions that will be applied in order to achieve the outcomes that they want, but also in the way that they regulate their personalities compared to ideal model and standards that are related with duties which have to follow. Moreover, in the same article of Higgins (1997) was examined regulatory focus theory in two areas. Specifically, it was examined as a chronic regulatory focus on stable individual characteristics and also as temporary regulatory focus on a motivational state.

In the chronic regulatory focus it is assumed that regulatory focus has a stable form. The regulatory focus is defined as a systematic tendency of an individual who has preferences of promotion regulatory focus or prevention regulatory focus. This phenomenon created from the individual's socialization and interpersonal relations (Higgins, 1997). According to the research of Lee and his colleagues chronic regulatory focus depends also from the culture that the individual

lives on (Lee, 2000). Based on this factor, people who are living in collectivistic cultures tend to be more prevention focus in contrast with those who are living in individualistic cultures and tend to be more promotion focus.

In order to measure the chronic regulatory focus there is a variety of measurements (Haws, 2010). Firstly there is the regulatory focus questionnaire scale that assesses people's orientations compared to their goals (Higgins, 2001). The regulatory focus questionnaire scale measures prevention focus by giving emphasis on safety and responsibility and also by analyzing losses and non-losses. A person with prevention focus could be identified among the sensitivity of 0 to -1 based on the regulatory focus questionnaire scale. On the other hand, regulatory focus questionnaire scale measures promotion focus by emphasis on accomplishments and analyzing gains and non-gains. A person with promotion focus could be identified among the sensitivity of 0 to +1 (Higgins, 2001). Secondly, the Lockwood, Kunda and Jordan scale is another type of measurement of regulatory focus theory and it is similar to regulatory focus questionnaire scale of Higgins. Again, the Lockwood scale tries to identify the sensitivity of people and separate them among promotion and prevention focus. The third measurement does not measure directly the regulatory focus and it is called Selves questionnaire (Higgins, 1997). The Selves questionnaire measures people's memory of ideals and duties that could be connected with regulatory focus theory.

As it analyzed above the chronic regulatory focus, the second area of the regulatory theory is the regulatory focus as a motivational state within the context. Even the chronic regulatory focus is more accessible, both areas appear in all people (Higgins, 2007). A circumstance could activate a distinct orientation and as a result to make more accessible the temporary regulatory focus (Higgins, 1997). In more details, a circumstance is connected in the memory with individual representations, for this reason, if a situation could rise the connection

between orientation and memory then it can be activated the temporary regulatory focus (Higgins, 2007).

A temporary regulatory focus could be activated by influencing the following elements in a given circumstance. The first element is the nature of the need. In more detail, the promotion focus is connected with the need of approaching goals and accomplishments and on the other hand prevention focus is associated with the need of safety, avoidance and security. Based on that, in a circumstance where a need rises from the above characteristics, then the temporary regulatory focus is activated (Higgins, 2002). The second element that influences temporary regulatory focus is standards targeted. According to Freitas, in a circumstance that is referred to the ideal self, it is higher the possibility to be activated the promotion focus and on the other hand, in a circumstance that is referred to the ought self to be activated the prevention focus (Freitas, 2002). The last element that influences the temporary regulatory focus is the frame of a situation, message, decision type or the instructions where the individual is exposed. Particularly, a situation where there is a positive outcome influences the promotion focus people (gain or non-gain) and in a situation with a negative outcome it is affected the prevention focus (loss or non-losses) (Zhu & Meyers, 2007; Foster & Higgins, 1998). These circumstances affects either promotion or prevention focus based on the frame of the situation temporarily.

## **2. Regulatory Focus Theory Main Themes in the Literature**

The following themes regarding regulatory focus theory have been identified from theoretical and empirical articles of researchers and also they have been collected as literature review from the EBSCO library of ALBA.



## 2.1 Regulatory Focus Theory Approaching Consumers' Behavior

As it was discussed in the primary explanation, Regulatory Focus Theory influences consumers' behavior by selecting specific strategies. Each selected plan possesses significant impact regarding consumers' cognition and thinking, emotions as well as behaviors. Additionally, the Regulatory Focus Theory also possesses crucial consequences through its interaction with the context of choice (*congruency effect*).

**2.1a Regulatory Focus Theory influence cognitive processes.** Regulatory Focus Theory focuses on people's attention by "filtering" certain and needed information. This is called *information processing system* in which during the assessments, promotion individuals delve deeper positive signals which are derived by advertisement messages; whereas, prevention focused individuals focus on negative signals in order to avoid negative or not wanting outcomes, such as making mistakes (Kirimani & Zhu, 2007). Moreover, individuals who focus on prevention are more likely to perceive diagnostic the substance of the messages as Regulatory Focus Theory influence the "diagnosticity" of advertising components (Pham & Anvet, 2004). In addition to prevention subjects which also characterized by rational and logical decisions and assessments, promotion focused individuals rely on their heuristics which are based on affect as well as they tend to be more intuitive and impacted by their emotions (Pham & Chang, 2010). As Förster and Higgins (2005) and Friedman and Förster (2001) stated, there are two motivational types in information processing which acquire significant differences between them in both verbal and visual stimuli. Particularly, promotion focused individuals adopt a more general, abstract and creative information processing; whereas, prevention ones engage in a more analytical way of information processing and focus precisely in details of each existent context (Zhu, 2004). Concerning the information processing system, there are also various differences of promotion and prevention focused subjects in terms of how memory's information are represented and structured. An example could be the

temporality of making decisions and, especially, the time which separates an existent decision in order to form a behavior as well as its application (Pennington & Roese, 1999; 2003). Particularly, when a purchase is impending, each consumer prefers an advertisement that is based on prevention focus. However, in cases where a purchase is remote, consumers prefer advertisement structured based on promotion (Mogilner, Aaker and Pennington, 2008). Similarly to the ways which prevention and promotion focused subjects adopt differently information processing, they also possess differences in terms of the way that represent information. Namely, promotion focused people represent in an abstract and broaden way information and create representations in memory which are indirectly and far from the initial information; while, prevention ones represent objects in an "isolated and detailed way and construct connections that are impeded in the original information (Keller, Lee and Sternthal, 2004; Zhu and Meyers-Levy, 2007).

**2.1b Regulatory Focus Theory influence feelings.** According to Higgins (2001) and Idson, Liberman and Higgins (2000), Regulatory Focus Theory also influence the way that feelings are experienced or affective responses which are more likely related to promotion individuals when they appraise an advertisement (Pham & Avnet, 2004). Preferences are also based on feelings which are connected with either prevention or promotion Regulatory Focus Theory. For instance, a sybaritic choice initiates positive feelings, such as intense joy, which are associated with the attainment of goals of promotion as well as negative feelings, such as anxiety which are connected to the non-achievement of goals of prevention. On the other hand, a utilitarian option, which is the exact opposite of hedonic option, activates positive feelings, such as confidence, which are connected with the goals of prevention; whereas, negative emotions, such as failure or disappointment which are so activated by a utilitarian option linked to non-achievement of goals of promotion. Therefore, it is interpreted that products answering to utilitarian needs activate the arousal of feelings which are linked to the attainment of goals of prevention and, consequently, to customers' satisfaction. Contrarily, products which please sybaritic needs arouse feelings leading to

their attainment of goals of promotion and, consequently, consumers' pleasure (Chitturi, Raghunathan and Mahajan, 2007). Except for the type of emotions that are experienced, Regulatory focus Theory also impact the way in which an emotional state is controlled. Particularly, it impacts counterfactual thinking that facilitates an emotional state to be controlled. Therefore, promotion focused individuals are more likely to construct thoughts of actions that could be implemented, this is called *additive counterfactual thinking*; whereas, prevention focused individuals are more likely to select what alternatives they have, this is called *subtractive counterfactual thinking* (Grimm, Markman, Maddox, & Baldwin, 2007). According to Molden and Higgins (2008), the Regulatory Focus Theory impacts individuals' assessment of themselves as well as their performance in an event. Thus, Regulatory Focus Theory could affect the strength of feelings and the factors that are used for controlling this emotional state.

## **2.2 Regulatory Focus Theory Influences Behavior and Actions**

According to the literature review, regulatory focus affects the usage of actions. Specifically, people who tend to be more prevention focus, they react faster to situations compared to promotion focus (Freitas, 2002). When a goal is perceived as an obligation then the individual creates a sense of importance which does not exist previously and as a result it is difficult to prioritize. One aspect that identifies that regulatory focus influences behavior is through the variety of behaviors that people follow for achieving their goals. Specifically, promotion focus individuals analyze and change more easily an activity compared to prevention focus (Roese, 1999). Furthermore, promotion focus individuals tend to be driven from willingness to achieve their final goal and as a result to change their behavior and actions very easily compared to prevention focus who are more anxious and they want to have a covetable state, and based on that they keep a stable behavior for a long time. The second aspect that proves regulatory focus influences behavior is the buying behavior of individuals. Regulatory focus affects directly the choices of individuals by

constructing the appealing of a choice (Wang & Lee, 2006). Promotion focus people used to select goods that they have sybaritic characteristics and on the other hand, prevention focus tend to choose goods with beneficial characteristics (Chernev, 2004). Moreover, promotion focus are more willing for changes and for this reason they choose innovative characteristics compared to prevention focus (Herzenstein, Posavac & Brakus, 2007).

**2.2a Regulatory Focus Theory and Consumer Behavior.** Concerning the influence of Regulatory Focus Theory on consumers behavior and action, Zaal, Van Laar, Stahl, Ellemers, and Derks (2012) conducted three experiments in order to examine whether Regulatory Focus impact people's engagement on collective behavior and action in terms of significance and possibility of social change. Particularly, in the first experiment, the investigators examined the strength as well as the differences of chronic regulatory focus individuals and the variations which were naturally occurred in the perception of collectivistic people's actions, while they manipulated the possibility of the goal's preachment. In the second study, they also assessed the strength and differences of chronic regulatory focus individuals but in a different way. Namely, they manipulated not only the possibility of the goal's achievement but also the significance of individuals' goals. In the final experiment, both promotion and prevention were activated in the study and, especially, they examined the significance of individuals' goals and their differences, the possibility of the goal achievement, and they manipulated the regulatory focus. Indeed, promotion focused individuals showed to be engaged on collective action only when they perceived that they could achieve the social change goal. On the other hand, prevention focused individuals tend to be engaged in collective action when the goal has high importance despite the ending results.

### **2.3 Regulatory Focus Theory and Self-Construal**

The associations as well as the influence of Regulatory focus theory and self-construal is worthwhile. In order to be interpreted, an example could be an advertisement of nutritional

products. Particularly, this type of advertisements could activate the significance of individuals' good health. Advertisements tend to give emphasis on either achieving a positive result, such as enhancing energy or maintaining a healthy body or averting a negative consequence, such as averting fatigue or ruining a healthy body. Therefore, it is interpreted that presented information in any type of advertisements has a crucial impact on consumers' perception. Additionally, self-construal possesses various combinations; the first is independent versus interdependent similar to regulatory focus which embeds prevention and promotion focused. Both regulatory focus theory and self construal could lead to risk perceptions. However, through research regarding motivation, it is easier to find the persuasion effect of regulatory focus, perceived risk, and self-construal. Plethora of research has been conducted Regulatory Focus and self-construal. Results have shown that independent individuals are considered as self-reliant people with unique traits. Cultures in which self-achievement as well as independence is dominant embed individuals with these attributes. On the other hand, interdependent individuals are characterized as entities which are dependent on others as they appreciate their interdependence and amicable fitting with each other. In cultures where responsibilities are dominant, the self-view of interdependent selves are undoubtedly exist ( Fiske, Kitayama, & Markus, 1998 as cited in Kwon & Sung, 2012). As Higgins (2002) stated , promotion focused regulatory subjects control both their behavior and traits in order to accomplish their achievements and improvements since they defined as entities which follow strategies aiming to avoid possible errors by being open to possible alterations. In addition to Higgins (2002) statement, prevention focused regulatory individuals, however, control both their behavior, for achieving the feeling of safety. Opposing promotion regulatory subjects, prevention ones tend to avert possible errors by following strategies to promote security. Similar to Higgin's (2002) argument, Aaker and Lee (2001) found that Regulatory Focus Theory and self-construal are associated and this interaction between them affects consumer behavior. Particularly, they found that independent selves perceive that information related to promotion focused are more valuable

than those of prevention focused and that interdependent selves perceive prevention focused information as more substantial. In addition, Aaker and Lee (2001) argued that for selves who are accessible to independence, prevention focused messages are not persuasive enough compared to promotion focused ones. Conversely, messages of prevention focus are persuasive to individuals that are accessible to interdependent self-view. This study is to broaden the association between self-construal and Regulatory Focus Theory and their influence on consumer behavior by Brebels and De Cremer (2008), who introduced individuals' perceived risks which operates as moderator in convention effect. Mentioning about the factor of subjects' perceived risk, it is worthwhile to be argued that any perceived risk could be used differently in order to attract consumers. By way of explanation, consumers' reactions differ from each other at the time they face high or low risk (Brebels & De Cremer, 2008).

Concerning all of the statements regarding self-construal, perceived risk and Regulatory Focus Theory which influence consumers' behavior, Kwon and Sung (2012) predicted and found that messages of prevention are more persuasive than promotion ones either individuals are accessible to independent or interdependent self view since subjects who perceive a high risk will stimulate them to emphasize to watchfulness and negative effects in accord to prevention. Therefore, the researchers replicated Aaker and Lee's (2001) research in order to provide that is happening when individuals perceive a possible risk as low. They conducted three studies which in the first one they used Aaker and Lee's (2001) findings while in the rest of studies subjects' perceived risk was manipulated. Particularly, this study aimed to investigate that Regulatory Focus Theory and self-construal are manipulated on convention. Namely, the messages of prevention focused are persuasive regardless the self-construal, only when individuals perceive a possible risk as high. Therefore, the role of risk is crucial. For instance, when advertising context aims to a population that identifies the message of advertisement being high regarding risk, the prevention

focused is stimulated and the convention becomes greater regardless of the independent and interdependent self views.

#### **2.4 Regulatory Focus & Environmental Advertising Messages**

In relation to advertising messages and Regulatory Focus Theory, Bhatnagar and McKay-Nesbitt (2016) conducted an experiment in order to investigate the promotion and prevention regulatory focus outcomes in terms of environmental concern. It is well known that individuals have a crucial role as well as impact on environmental needs and, for this reason, agencies, social media, politics, worldwide, remind people to protect the environment and “force” them to realize that they could be the reason to damage or offer to the environment. Therefore, individuals could contribute to a healthy environment by embracing their enthusiasm to responsibly acknowledge and react to pro-advertising messages. Although there is a significant connection of environmental behavior and attitudes with psychosocial determinants, few researches have focused and studied pro-environmental attitudes in terms of individual differences regarding Regulatory Focus Theory (Bhatnagar & McKay-Nesbitt 2016; Koopman, 2019). Particularly, Bhatnagar and McKay-Nesbitt (2016) investigated three studies in which the first examines the association between individuals’ regulatory focus in a long term and their responsibility and interest toward environmental issues. Similar to the first study of Bhatnagar and McKay-Nesbitt (2016), studies have examined factors that boost the effectiveness of environmental advertising based on regulatory focus. Particularly, it seems to be increased the effectiveness of conservation messages and the context of them as many researchers found that marketers who applying effectively regulatory focus in their messages, the pro environmental advertising is on a higher level (Zhang, 2018). Also, a message that promotes financial benefits, it is effective for environmental conservation regarding water, and on the other hand a message based on regulatory focus, it achieves to influence consumers through its effective advertisements regarding products that are

environmentally friendly (Kareklas, Carlson & Muehling, 2012). Secondly, some other studies examined the tendency of individuals to apply what the environmental advertisements recommend. Specifically, environmental concern is defined as the behavior of individuals regarding environment. Advertisements about environment many times are viewed as the belief of individuals to act responsibly and not damage it or as three dimensions that include cognitive, affective and cognitive or as a universal view that focuses on the need to exist a balance between human wants and natural environmental wants. Generally, environmental behavior is to protect the environment from harmful circumstances such as radioactive products, plastic bags on the sea, deforestation and other relevant human actions. According to studies, researchers found that advertising messages based on regulatory focus that emphasizes on prevention or promotion messages have affected the behavior of some individuals. Specifically, people who act low versus high levels of environmental protection are more likely to recycle more or buy recycle products compared to those who act on low levels of environmental protection (Thøgersen & Olander, 2006). Moreover, advertising messages have affect individuals not using their personal vehicle so much due to the fact that they pollute the environment and increase the traffic (Joireman, 2009). Finally, researchers identify that through the regulatory focus on advertising messages, adult individuals that they have high environmental behavior, increased by 22% (Meinhold & Malkus, 2005). Furthermore, other studies have shown that regulatory focus, environmental behavior and consideration of future consequences seems to differ regarding the consequences of individuals' behavior. Specifically, some individuals seem to be more focus with future consequences ads on the other hand, some others are more focused on short term consequences regarding their current behavior.

Moreover, in the research of Bhatnagar and his colleague it is examined the effects of regulatory focus of individuals in a variety of environmental reactions. Specifically, the literature review of this article presents that chronic promotion focus is connected with environmental



also react positively from them. On the other hand, chronic prevention focus is not significantly connected with environmental concern or positive affection but in contrast, it has a negative affection to those who are not following the recommendations of the advertisements. Also, priming promotion focus increase the strength of attitudes regarding recommended behavior. On the other hand, priming prevention focus strengths the negative outcomes that could occur if individuals do not follow the recommendations of advertisements.

## **2.5 Self-Regulatory Framework**

A framework provides the different methods that a message could be framed by showing approaches that are categorized among levels of a motivational hierarchy (Higgins, 2006). Also, framework is used as a predictive tool by analyzing when one frame will be more beneficial from another. Regulatory focus theory is applied in order to predict when a framework is most effective by providing that the content of a message could activate different regulatory orientations in message recipients and individuals in different regulatory orientations are sensitivity differently to negative or positive information. Regulatory focus theory claims that self regulation acts differently when it serves different needs. Individuals in promotion focus are interested with increasing their growth needs and on the other hand individuals with prevention focus are interested with meeting security and safety needs. One distinctive characteristic of regulatory framework is the different hedonic outcomes are more motivating for individuals in each focus (Cesario & Corker, 2013). Despite, individuals in promotion and prevention focus both need to earn desired outcomes and skip undesired outcomes, there is a scenario that people with promotion focus are motivated by pleasure and people with prevention focus are motivated by pain.

## 2.6 Global versus Local Processing & Regulatory Focus

In circumstances with prevention focus, people focus on security and safety and they should focus on concrete surroundings that will help them to keep that security (Forster & Higgins, 2005). For instance, when people are on a threat, they will concentrate on the environment in order to eliminate obstacles and achieve their goals. The term concrete is defined as instrumental that will help individuals to achieve goals. This action could be applied many times in circumstances when there is a threat of security or safety and as a result might trigger higher concrete processing. Moreover, informal responsibilities and rules of prevention focus are mentioned in a rather concrete style in order for a person to know what he or she should avoid and attaining security or achieving his goal. For instance, an individual who makes a business meeting he or she will focus on the details (be on time, answer questions etc.) that will secure his success on the meeting. On the other hand, in circumstances with promotion focus, the worries of security is replaced by growth, self-fulfillment and accomplishment and also vigilance will be recovered by the process of concrete surroundings that will help the individual to achieve his or her goals. The achievement of growth needs could benefit from abstract rather than concrete construal that move beyond the information that it is given and also lead to global processing fashion. Moreover, this strategy of moving further from concrete in circumstances could be triggered by promotion focus. In a global perspective, it might be developed among individuals with chronic promotion focus. For instance, an individual who makes a business meeting he might focus on the goal fulfillment rather than focus how he might avoid a negative outcome (a difficult question or how the colleagues will comment about the meeting).

There are recent studies that prove the connection between local versus global processing and regulatory focus. According to the research of Friedman and Forster (2001), it is predicted that the explorative processing style is collected by promotion situations, in contrast with

Careful processing style that is collected by prevention situations. Moreover, in their experiment participants had a maze task provided in promotion terms. The results were that individuals performed better in tasks that require creativity compared to individuals who provided with a maze task with prevention terms. Furthermore, in another research participants who had chronic promotion focus overcame participants with chronic prevention focus in Gestalt Completion Task that measures the capacity to break mental sets within the context. Local and global processing includes creativity and analytical thinking and as a result these processing styles by themselves could be related with the regulatory focus (Werth, 2003). In addition, a connection between time construal and regulatory focus has been identified. The research of Roese (1999) found that a distant future time context can boost concerns with promotion goals, on the other hand, a near-future time context can boost concerns with prevention goals. Also, in the research of Friedman, Forster and Liberman (2004), it was identified that abstract creativity thinking is enhanced when the task is created in the distant future and not in the near future. Based on these findings, it is suggested that global processing could be facilitated for individuals with needs for eager approach tactics with the use of promotion focus and on the other hand, local processing could be facilitated for individuals with needs for vigilant avoidance tactics with the use of prevention focus. Moreover, it is found that the outcomes of regulatory focus differ from the outcomes of mood. Also, happiness is connected with promotion eagerness and anxiety is linked with prevention vigilance (Higgins, 2002) and as a result it is possible to see influences of those general motivation states without people's expression of emotions (Higgins, 2002).

## **2.7 Regulatory Fit for Achieving Goals**

Furthermore, regulatory focus has an indirect impact on the consumer's decision making process when it is connected with the choice context (Higgins, 2000). According to Higgins's theory, people have preference driven from the means used for achieving their goals.

Based on that, if the means of people is associated with their regulatory focus, then individuals will feel that their choice was 'right'. This situation strengthens individual's engagement for the decision that he or she did (Forster, Higgins & Idson, 1998). However, the increase of individuals' engagement has some negative consequences for people's motivation. Except for these consequences, the values which individuals perceived are also assessed. This is characterized as a crucial consequence of regulatory focus. As a result, people want to pay more for a good that is associated with their motivation beliefs (Avnet & Higgins, 2006; Higgins, 2003). For this reason, if there is a good fit between the individual and the situation, then the situation creates value for the individual. As it is mentioned above, this situation is not necessarily good and also does not drive individuals to assess the object fairly. The regulatory fit increases assessments and reactions. For instance, a negative assessment will become more negative and vice versa and on the other hand a positive assessment will be more positive (Aaker & Lee, 2001). Also, regulatory fit increases people's confidence in the decision that they do if the decision fits with the choice context (Avnet & Higgins, 2006). Moreover, another aspect of regulatory fit is that it increases the function of advertising information. The connection among an advertising message and regulatory focus enhances its credibility and approach of it (Cesario, Grant & Higgins, 2004). For instance, an advertisement of orange juice will focus on energy benefits (gain) for influencing promotion focus to purchase it. On the other hand, in the same advertisement, if the purpose of the advertisement is to influence prevention focus, it will emphasize on protective effects of orange juice such as vitamins (losses) (Aaker & Lee, 2003).

### C. RESEARCH METHODOLOGY

In the particular literature review of regulatory focus theory, the main purpose was the collection of empirical articles that include experiments, discussion of application of regulatory

focus theory and the reason why researchers applied regulatory focus theory in their experiments.

In more details, the process that followed for the literature review was the following.

First of all, the search of academic articles took place in the EBSCO library of Alba. Particularly, in the electronic library the field of search was in Business Source Complete which includes academic articles, papers, journals and periodicals from different business fields such as Human Resources, Management, Marketing, Psychology etc. The target of the research in terms of the amount of articles was to collect 100 academic articles in order the literature review to have a high amount of quantity and also to collect qualitative results from those articles. The exact amount of articles was 109 articles that discuss topics regarding regulatory focus theory. Moreover, the next step of the process was to split the articles based on empirical and theoretical articles in order to have a classification among them. The seventy articles were empirical and the rest thirty nine were theoretical. Also, the chronological period of those empirical articles started from 1987 from the researcher Higgins who was the pioneer of Regulatory Focus Theory and ended up in 2019 where the regulatory focus theory was more well known and as a result more researchers tried to find new or existing outcomes from the application of regulatory focus theory in the business field.

#### D. ANALYSIS

The most frequent type of literature review takes the form of qualitative synthesis of the extant research in a field (Cooper, 1998). Under such an approach researchers once they amassed as many as possible academic papers in the area of interest go through reading them in a number of times with the aim of identifying common topics, with regards to theoretical approaches, empirical results, conclusions etc. While this has been and continues being the most frequent form of research synthesis, it has a number of drawbacks which are the subjectivity of results and the computational contains of human mind. In other words, concerning the subjectivity of results, researchers could interpret their findings based on their opinion without rationalize if it is correct or not. The

computational contains of human mind means that the bigger the amount of papers, the higher the difficulty to find topics and also there is higher chance of biases.

Recently, an alternative approach has been suggested based on computerized textual analysis, namely topic modeling. The topic modeling or in other words computerized analysis it is used in the last decade. In this method of analysis, researchers collect articles and data and through the use of a software or program they could identify results and findings. Computerized analysis is an easier and faster method of data collection and findings due to the fact that this method is based on technology. Through the computerized analysis, researchers could identify many topics that could lead them to many findings. Computerized analysis is not subjective, but instead it is objective due to the fact that this method does not allow researchers to interpret their opinion but to follow the results from the data. Compared to topic modeling, the second method of analysis is named traditional analysis where researchers collect articles and data and through a long period of time they are trying to identify meanings and findings from those articles. Traditional analysis is a method that is used by many researchers during the years. Also, the theoretical analysis is a tool that helps researchers to examine experiments or theoretical knowledge and interpret them with their beliefs. In other words, theoretical analysis could be described as a subjective process because researchers define their findings.

In the particular literature review, the method for the analysis of topic modeling was from the computerized analysis. Particularly, it was collected hundred articles that contain both empirical and theoretical data. Then those hundred articles were classified as empirical and theoretical, where seventy articles were empirical. The next step of computerized analysis was to separate those seventy articles in eight categories. The eight categories were introduction, keywords, methodology, abstract, discussion, limitation, results and literature review. Each article was separated according to the eight categories where each article had a folder with the above

categories and by splitting each part of the article, it was collected in the right part. Moreover, after the categorization of each part of articles, the process was to create eight main categories which had the same titles with above categories and include every part of all articles to the right category. In other words, it was created the part of introduction, keywords, methodology, abstract, discussion, limitation, results and literature review of all articles. Then it was used the software Wordstat Version 8 from the company Provalis for the construction of topic modeling. In the software there were three ways in order to construct topic modeling. The three ways were factor analysis, non negative matrix factorization (NNMF) and latent Dirichlet analysis (LDA). Because the number of data was high it was selected to construct a topic modeling only from the introduction and implication/discussion part. The selection of introduction was made due to the fact that researchers are using the introduction of articles in order to describe the reason of usage of Regulatory Focus Theory and also what the issues that focus on are. Also, the selection of topic modeling in the implication/discussion part was made because in the particular section researchers are discussing the results that found in their experiments. As a result, through the use of the three ways of analysis it was inserted the parts of introduction and implication for identifying topics and the coherence and frequency of them that are discussed within the articles. The results from the three ways were significant but the most significant was from the factor analysis. For this reason, it was selected to emphasize only on the factor analysis because the topics were more directly explainable. The factor analysis in the introduction part found seventeen topics and in the implication/ discussion part found fifteen topics that are discussed within the seventy articles. The next step of the process was to identify the meaning of the topics in the articles and try to interpret the results and findings of the literature review. Following this process, in the introduction part, the topics that had a significant meaning were nine and in the implication/ discussion part were ten. The last step was through the context of the topics to interpret their meaning and try to mention and describe the relation of each topic with the Regulatory Focus Theory.

## E. RESULTS

In the last part of the literature review, it is analyzed the most significant topics of regulatory focus theory that identified through the computerized analysis in the introduction and implication/discussion of the articles. Particularly, the aim of topic discussion is to present the influence of regulatory focus theory in different fields through the empirical articles that collected.

### 1. Topics Discussed on Introduction

In the literature review the topics that were discussed in the introduction section are the following

**1.1 GCCP & LCCP.** GCCP and LCCP are two terms that present positioning strategies in different cultures. In more details, GCCP is defined as global consumer culture positioning which identifies a company or a brand as a unity with the same meaning, beliefs or actions around the world. For instance Coca-Cola Company applies the same positioning strategy in each country that operates. Global consumer culture positioning through its advertising tries to promote that people consume the same brand all over the world. On the other hand, LCCP stands for local consumer culture positioning which is a strategy that tries to associate a brand with the local culture, beliefs, norms and values where the brand operates. In the literature review the keywords among GCCP, LCCP and regulatory focus are activation, GCCP, advertisements, consumption and fit. The keyword GCCP in the articles of the literature research discussed about regulatory focus as situational variable which influences consumer behavior through marketing strategies and affect both globally and locally the position of a company or a brand (See Appendix A). Also, LCCP advertisements are using more local symbols and images compared to GCCP that are applying more global symbols in order to convince their markets (Standford, 2016, Westjohn, 2016). Moreover, the keyword fit is described in the research that situational regulatory focus has a consecutive effect on individuals compared to chronic regulatory focus (Avnet & Higgins, 2003). Also, regulatory fit is not limited only to chronic regulatory focus but also to situational regulatory



focus (Shi, 2019). Moreover, through the keyword consumption, it was found that researchers identified the role of consumers' motivation and self regulatory focus globally and locally (Westjohn, 2016). Also, the keyword consumption was used as a generalized attitude in order to categorize the preferences of consumers among global, local or hybrid and also the impact of regulatory focus theory through GCCP or LCCP (Standford, 2016). Finally, according to the articles, consumers could refer to reviews of products (global or local) with prevention focus in order to describe it as a negative experience or promotion focus for a positive experience (Kwan, 2012). The last keyword was advertisements and it was used for describing the methods that companies are using both globally or locally for their advertisements in order to present their products effectively (Holler, 2008). In other words, advertisements that are framed in a way of avoiding an undesired outcome, they are using prevention focus, on the other hand, advertisements that want to emphasize to desirable outcomes, they are using promotion focus (Sar, 2015).

*Keywords:* GCCP, LCCP and regulatory focus are activation, advertisements, consumption and fit

**1.2 Insecurity Quantitative & Qualitative.** The second topic in the literature review was about insecurity, stress and anxiety in the workplace environment. Particularly, the researchers tried to identify qualitative and quantitative measurements regarding the insecurity and stress that employees are feeling in their jobs and also how these measurements are connected with regulatory focus theory. According to the keyword "employee", insecurity and stress are important characteristics for an employee. In more details, an employee who feel insecure or stress might focus more on prevention focus and on the other hand, an employee who wants to fulfill his or her goals might be more promotion focus (Hauser, 2018). Moreover, the keyword qualitative and quantitative identify that quantitative job insecurity that includes permanent employees is more predictive for stress responses and on the other hand, qualitative insecurity for changes in job features are more expected for employees with motivation responses (TU, Long & Wang, 2019).

As observed, qualitative and quantitative keywords are strong related with regulatory focus because it is measured the prevention and promotion focus reaction of employees. The keyword “forms” identifies in the articles that, employees who have positive expectations for an outcome, they will related with promotion self regulatory focus, on the other hand, employees with insecurity or anxiety they will related with prevention focus and as a result they will search for avoidance about the outcome (Higgins, 1994). For instance, an employee who wants a promotion, he will feel more motivated and will be promotion focus, whereas an employee who is insecure for losing his job, he will not try to apply new skills or new ideas in his work but instead he will try to avoid it. Finally, the keywords “insecurity” and “stress” identify that prevention focus increase the effects of quantitative insecurity regarding job and on the other hand, promotion focus increases the outcomes of qualitative insecurity (TU, 2019).

*Keywords:* employee, forms, insecurity, stress

**1.3 Advertisements & Campaigns.** Advertisements and campaigns are a tool that could guide the behavior of consumers, especially in younger ages, in order to react as promotion or prevention focus (Holler, 2008). When advertisements are created in order to avoid a negative effect is called prevention framed, whereas advertisements that aim to motivate individuals for fulfilling their goals are called promotion focus (Sar, 2015). For instance, the keyword “advertisements” found that commercials related with smoking present the tobacco as a negative outcome in order consumers to react as a prevention focus or in other words, as a product that they should avoid (Zhao, 2007) (see Appendix B). Also, it is mentioned that promotion focus advertisements are more effective when consumers are in a positive feeling, whereas when consumers are in a negative feeling, prevention focus advertisements are more effective. Moreover, the keyword “effective” mentions that in terms of persuasion, gain framing messages are more effective for consumers with promotion focus, whereas loss framing messages are effective for

prevention focus consumers (Wu, 2018). Also, it is mentioned that campaigns which targets on potential gains are more effective for consumers with promotion focus in contrast with campaigns that target on potential losses are effective for prevention focus (Wang, 2006). Finally, the keyword “messages” identified many situations through the articles where students react as prevention or promotion focus from advertisements. According to Zhao (2007), a negative anti-smoking message was more useful compared to a positive anti-smoking message because it boosted students to quit from smoking.

*Keywords:* advertisements, effective, messages

**1.4 Motivation & Leader & UPB.** Motivation is a factor that has a strong relation with regulatory focus theory. Researchers have found that people who are motivated are using promotion focus and on the other hand, people who want to avoid a negative outcome they are prevention focus. However, through the keyword “individuals”, regulatory focus theory mentions that some individuals are motivated by prevention focus for eliminate pain, avoiding risk and be proactive in their jobs (Zivnuska, 2019). Also, prevention focus individuals are motivated for achieving their goals and obligations and work harder for avoiding losses (Rodrigues, 2019). The keyword “motivation” refers that promotion focus are motivated for earning gains whereas prevention focus are motivated for losing avoidance (Lee, 2015). Moreover, there are two motivational influences in decision making about a new product. The influences are external driven motivations and internal (intrinsic) driven motivations which individuals or companies are using for fulfilling their goals. Intrinsic driven motivations are those internals that guide people to making decisions (Spanjol, 2011). The last keyword is “outcomes” which compares two motivational orientations promotion and prevention focus. A promotion focus is determined by hopes, achievements and the expectation of positive outcomes, whereas a prevention focus is characterized based on duties, responsibilities and negative outcomes (Bullard & Penner, 2017). Moreover, the

topic of leadership is strong related with the motivation topic. Particularly, the keyword “employees” mentions that regulatory focus is a theory that explains how employees behave and feel during their work and also how they achieve their goals (Koopman, 2019). Also, employees with promotion focus target on accomplishments and innovations, in contrast with those who are prevention focus and emphasize on minimizing inefficiencies and safety (Johnson, King & Lin, 2017; Tomas, Cruz, Botella & Martinez, 2010). The keyword “factors” refers that consumer psychology focus primarily on people’s cognition and affective factors present a cognitive approach in order to understand how purchase decisions are created (Das, 2016). Also, cognitive factors are one type of regulatory focus theory that help researchers predict the relationship between practical flexibility potential flexibility. The keyword “focused individuals” mentions that individuals who are prevention focus, when they face a negative outcome they perceive it more negative compare to promotion focus who perceive it as a nonloss (Shi, 2019). Promotion focus are more likely to search for a partner support compared to prevention focus who are motivated to fulfill their obligations and duties alone and work in order to avoid negative outcomes and new opportunities (Rodrigues, 2019). Finally, the keyword “leaders” and “leadership” refer that leaders with regulatory focus could influence the behavior of their followers which means that the behavior of followers will be similar to the regulatory focus of the leader (Johnson, 2017). The research of regulatory focus and leadership highlights how the behavior of leaders could effectively influence the regulatory foci of followers (Johnson, King & Lin, 2017).

*Keywords:* individuals, motivation, outcomes, employees, factors, focused individuals, leaders

**1.5 Purchase & Consumers.** In this topic, it is identified how consumers taking decisions in general and also how they take purchasing decisions. The keyword “consumers” mentions that self regulatory focus is important for understanding consumers’ behavior because the higher goals of avoidance and approach provide findings about how certain lower order

consumption goals are fulfilled (Aaker & Lee, 2001). For predicting the consumer behavior, it is required to consider cognitive, affective and behavioral factors which influence their behavior (Das, 2016). The application of regulatory focus theory to a consumer review context, could explore the ways that consumers' regulatory focus communicate with review valence and claim type, which differs regarding the level of ambiguity (Lee, 2015). Also, consumers' self regulation has been found that is influenced by mortality salience, self regulatory resource availability and self control consumers' theories (Hong, 2008). The keyword "decisions" identifies that regulatory focus theory differentiates between two self regulatory systems which are prevention and promotion focus that control consumer decisions (Cracium, 2018). Consumers connect different products with either prevention or promotion and as a result their purchase decision could be influenced by motivational orientations that are associated with the product (Zhou, 2004). Also, the consumer decisions are influenced by the social environment (Melnyk, 2013). The keyword "purchase" refers that when a purchase is imminent, prevention focus benefits are larger which leads to prevention focus framed products, while when a purchase is more distant future, the benefits of promotion focus framed are driven by the excitement of purchasing a product in the future (Mogilner, 2008).

*Keywords:* consumers, purchase, decisions

**1.6 Programs Reward.** In the topic of programs reward, there are studies that examine regulatory focus theory with reward programs. Businesses are using reward programs for invite new consumers and attract them (Hyejung, 2016). Some examples of reward programs are cash discounts, loyalty programs and coupons. Specifically, the keyword "reward" mentions that reward for promotion focus should maximize goals, long term perspective, focus on internal needs and also concerned with the development and ideals (Van Dijk, 2004). By splitting rewards into prevention focus and prevention focus considerations will provide the preferences for types of rewards (Hyejung, 2016). Consumers rewards that are inappropriate designed and not based on

regulatory focus could lead to a burden of the business if they are not focusing on their employees or consumers (Hyejung, 2016). The keyword “financial” refers that the financial outcomes of producing a reward program that does not driven from the desired preferences of target consumers could be unreliable (Daryanto & Wetzels, 2010). A promotion system focus to fulfill financial gains whereas a prevention system focus on avoiding financial losses (Zhou, 2004).

*Keywords:* rewards, financial

**1.7 Desired & Undesired Outcomes.** The regulatory focus theory is connected with the outcomes that people want to achieve or avoid. For instance, some advertisements are framed in terms of avoiding negative outcomes. Those advertisements are called prevention framed advertisements. On the other hand, advertisements that are framed in terms of achieving positive outcomes are called promotion framed advertisements (Sar, 2015). The keyword “outcomes” mentions that failure and success are experienced as negative outcomes are absent (nonloss) or negative outcomes are present (loss) (Forster & Grant, 2001). Regulatory focus theory targets between two types of desired goals. The first goal is to try for positive outcomes such as achievement and aspiration. The second goal is to avoid negative outcomes from your obligations and duties (Aaker & Lee, 2001). Moreover, promotion focus is based on the presence of positive outcomes and eliminates errors of omission, whereas prevention focus is absent in terms of minimizing omission errors (Haws, 2010). The involvement of presence and absence of positive outcomes is better when ideal versus self guides are triggered. On the other hand, circumstances that includes presence and absence of negative outcome is greater when ought versus ideal self guides are triggered (Higgins, 1994). The keyword “involve” refers that ideal self regulation will involve a concern for minimizing errors to desired outcomes (Higgins, 1994). In contrast, ought self regulation will involve a concern for increasing errors to undesired outcomes (Higgins, 1994). Finally, the keyword “ideal” mentions that it has been tested the chronic level of ideal versus

ought activation by choosing situations which were predominant ideal individuals or predominant ought individuals (Higgins, 1994). The ideal self regulation is connected with desired outcomes and ought self regulation is connected with undesired outcomes (Higgins, 1994).

*Keywords:* outcomes, involve, ideal

**1.8 Subjective Process & Persuasion.** The evaluation of judgment is characterized from two types of information. The first type is information that is based on the essence of evaluation of the target. For instance, the influence of an advertising claim or the experience that a candidate might have. The second type is information that connects individuals' subjective reaction to the target. For instance, the emotions that are expressed in front of an advertisement or the charisma of a candidate (Pham, 2004). According to studies, ideals versus oughts are modifying the dependence on subjective reactions versus substantive evaluations of a message. Those outcomes occur independent and keep even when the time of exposure is fixed (Pham, 2004). Also, the outcomes keep both with chronically and temporarily accessible ought and ideals (Pham, 2004). Moreover, a category of subjective experience that could operate effectively as input for stop rules is the emotion of wrongness or rightness (Vaughn, Malik & Swartz, 2006). Furthermore, researches of the outcomes of subjective experience on attitude and persuasion have focus on the mood and on other emotional expressions that affect individual's judgment. Those outcomes include both affective expressions to a behavior object and incidental mood (Cesario & Higgins, 1994). Also, in advertisements that focus on persuasion, the accessible ideas boost consumers' connection with their subjective reaction to the advertisement (Pham, 2004).

*Keywords:* information, subjective, behavior

**1.9 Cognitive Thinking.** Studies have identified that cognitive mechanism takes into consideration the different reactions that are produced from individuals who use either promotion or prevention regulatory focus (Zhu, 2007) The regulatory focus theory establishes that due to self

regulatory processes, goals or needs of safety and ideals are important for individuals behavior because they involve motivational and cognitive characteristics (Werth, 2007). Consumer psychologists had focus on individual cognitive and affective elements that presented a dominant cognitive approach for understanding decisions regarding purchase are being done (Das, 2016). Cognitive factors are one characteristic of variable that forecast the connection between potential and actual flexibility (Wang, 2019). The keyword “thinking” mentions that negative affect trigger counterfactual thinking but whether qualitative differences are not been tested in affective experience and the influence of counterfactual thinking (Roese, 1999). Also, when cognitive load is not pertinent, negative effects minimizes the effectiveness of visualizing of promotion focused customers due to the fact that promotion focus consumers’ affection toward positive ways of decision making are in direct conflict with negative decision making (Naletelich, 2019). Moreover, differences in cognitive style have been found that consumers’ response to a brand extension is influenced differently (Kim & Park, 2017). Consumers’ chronic cultural differences appear in both ways of thinking and motivational orientations. The factors that involve strategic brand factors appears in situations such as perceived similarity among parent brand category and an extension, or the relationship of an extension to other products that are created by the same manufacturer, or the order of entrance in the market (Kim & Park, 2017).

*Keywords:* cognitive, self regulatory

#### Summary of Introduction Topics

In the introduction the main topics were Global Culture Consumption Positioning and Local Culture Consumption Positioning, Advertising, Motivation and Leadership and Consumer Purchase. In more details, GCCP and LCCP are two strategies that many companies focus on in order to position to their target customers. Companies that using GCCP are positioning as one unit company with same benefits all over the world. On the other hand, LCCP is a strategy that



companies are positioning as non global benefits but instead as local benefits. These two strategies affect the regulatory focus theory because emphasize how individuals perceive the positioning that companies are using. Moreover, the advertising topic discuss the relationship between campaigns and regulatory focus theory. Advertisements that focus on avoiding negative outcomes are referred to prevention focus individuals, whereas advertisements that focus on achieving goals are referred to promotion focus individuals. Another topic that is linked with regulatory focus theory is motivation and leadership. In many companies the correct use of motivation and leadership could lead employees to significant results. Based on that, motivation strategies could guide prevention focus employees to avoid negative outcomes, whereas promotion focus employees to fulfill their goals. The last topic and most importantly is the consumer purchase behavior and the role of regulatory focus theory. In other words, consumers are strongly influenced by regulatory focus due to the fact that RF affects the cognitive, influencing and behavioral factors of individuals. Also, consumers connect products differently either promotion or prevention focus.

## 2. Topics Discussed on Discussion and Implications

**2.1 Findings Suggestion.** The topic with the higher coherence and frequency was “Findings Suggestion”. In other words, the particular topic discuss general findings, regarding regulatory focus theory, that were found in the discussions and implications of studies. The keyword “beneficial” refers that studies have identified that promotion focus is more beneficial for people’s performance in mathematics and on the other hand, cognitive flexibility is more beneficial for prevention focus (Wang, 2019). In many experiments, participants with induced promotion focus had an advantage to bring creative solutions, through which external expectations were more beneficial for prevention focus participants (Huttermann, Nerb & Memmert, 2018). An example of a study presents that employees who are promotion focus could have intuitive understanding about how they can increase social media for benefiting their company compared to prevention focus

individuals who might not be able to understand this situation (Zivnuska, 2019). Moreover, the keyword “Focused individuals” mentions that if commercials is constructed in a way to make customers think of negative outcomes, then prevention focus drivers will guide prevention focus individuals to imagine those outcomes, whereas promotion focus individuals will resist to think about those negative outcomes (Naletelich, 2019). Also, studies have shown that promotion focus people not only examine an internal set of hypothesis, but they also examine a larger external set of alternatives (Pham, 2010). Promotion focus people have higher positive mood compared to prevention focus (Das, 2016). The difference between potential and practical flexibility was primarily found in prevention focus people (Wang, 2019). Also, individuals with prevention focus are more likely to select a normal strategy , even they might be informed about efficient alternatives (Wang, 2019).

*Keywords:* beneficial, focused individuals

**2.2 Leadership Transformational.** Leadership is a topic that is connected with regulatory focus theory in the workplace environment, and by understanding leadership through regulatory focus, they outcomes of a company could be effective. The theory of leadership focus on the affection of transformational and transactional leadership’s outcomes on employees’ behavior (Graham & Ziegert, 2015). From one hand, transformational leadership influences employees through inspirational motivation and also it is a positive aspect, on the other hand, this influence might have downsides (Graham & Ziegert, 2015). Transformational and transactional leadership attitude have synergistic outcomes (Johnson, 2017). The keyword “reward” shows that prevention and promotion fit compared to prevention and promotion nonfit have a stronger outcome on value, choice and exercise intention (Daryanto & Wetzels, 2010). Also, prevention focus, regarding management, is connected with exception and contingent punishment, while contingent reward is connected with both promotion and prevention focus (Johnson, King & Lin, 2017). Compatibility

between reward structure of the environment and regulatory focus, generates systematic exploration of the decision making, and as a result improving the skills of finding a reward maximizing strategy (Otto, 2010).

*Keywords:* reward

**2.3 Insecurity.** The keyword insecurity found in many studies the outcomes that occur from regulatory focus theory in the workplace environment. Particularly, quantitative job insecurity is easier predict regarding employees' responses about stress compared to qualitative job insecurity. Also, qualitative job insecurity is easier to predict on employees' motivation compared to quantitative insecurity (Tu, Long & Wang, 2019). From one hand, prevention focus increase the strength of positive connection between quantitative job insecurity and workers emotional depletion, and on the other hand, prevention focus decreases the positive connection between quantitative job insecurity and stress outcomes (TU, Long & Wang, 2019). Moreover, the keyword "loss" presents that higher willingness appears to be connected with the gain versus loss framed appealing promotion, and also higher alertness is connected with loss versus gain framed appealing prevention (Lee, 2004). Also, in another experiment, women who read the self-esteem message had stronger prepositions to do exercises compared to women who read the loss self esteem message (Keller, 2006). Finally, the keyword "promotion focus" mentions that regulatory theory if could be applied properly could achieve effective results. In one experiment, drivers both promotion and prevention focus, achieved to decrease texting during driving due to the proper message of regulatory theory regarding driving (Naletelich, 2019)

*Keyword:* loss, promotion focus

**2.4 GCO.** GCO is defined as Global Consumption Orientation. According to studies, people with strong GCO have positive reactions about advertisements that include global characteristics. On the other hand, individuals with weak GCO react negatively to advertisements

with global characteristics (Westjohn, 2016). Evidence provide that GCO is related negative with Local Culture Consumption Positioning and positively with Global Culture Consumption Positioning (Standford, 2016). As a result, GCO is an important mediator for regulatory focus outcomes (Standford, 2016). Moreover, the keyword “global” refers promotion focus consumers used to search for alternative options in a more global big picture, whereas prevention focus individuals searching alternatives in a more local level (Pham, 2010). Marketers that focus on segments that have a moderate Global Consumption Orientation for a mix of local and global goods, then LCCP and GCCP or their combination together will work better (Standford, 2016). Other studies have shown that customers from developed versus emerging markets react differently to global and globalization brands (Standford, 2016). Also, anxiety directs attention more on local features rather than global and the opposite is true of happiness (Forster & Higgins, 2005). The keyword “local” refers that global versus local processing style influence various tasks, for instance face recognition (Forster & Higgins, 2005).

*Keywords:* local, global

**2. 5 Counterfactuals.** Prevention versus promotion focus moderates the chance of action-inaction mutation outcomes, for this reason additive counterfactuals (inaction from mutation) appears more frequent and then follows promotion failure, whereas subtractive counterfactuals (action from mutation) appears more frequent and the follows prevention failure (Roese, 1999). Additive counterfactuals create a center of sufficiency in contrast with subtractive counterfactuals that create a center of necessity (Roese, 1999). Moreover, the hypothesis of subtractive counterfactuals recruited for prevention goals, this will be parsimonious effective in the center of necessity. On the other hand, the hypothesis of additive counterfactuals are recruited for promotion goals, this will be parsimonious effective for the reaction of useful insights (Roese, 1999). Moreover, the keyword “failure” mentions that people select a higher number of success

versus failure circumstances as relevant to their self esteem. Also, individuals refer that their self esteem will increase higher success in situations than it will decrease in failure circumstances (Lee, 2000). Also, individuals generate more subtractive counterfactuals for prevention failure in contrast with failure of promotion (Roese, 1999).

*Keywords:* failure, counterfactuals

**2.6 Advertising.** Regulatory focus has a self construal influence in advertising strategies (Kareklas, 2012). For instance, the media context which ads are taking place, they can influence the mood of audiences. The studies found the outcomes of anti-AID advertising campaigns could increase its outcomes if promotion framed advertisements take place in editorial context that will decrease the positive outcomes, while advertisements that focus on prevention focus will increase the positive outcome (Sar, 2015). The findings of regulatory focus in the field of advertising provide guidance to marketers and advertisers in order to create effective advertisements for promoting theoretical understanding of how customers receive alternate types of a message (Kareklas, 2012). The mood that promotes an advertisement interacts with message regulatory focus for influencing the advertisement effectiveness by constructing the way which consumers process the information (i.e. local processing under negative mood and global processing under positive mood) (Sar, 2015). Moreover, the keyword “construal” mentions that the connection between self construal and regulatory focus suggests that should only be established only cautiously to other cultural differences (Lee, 2000). Messages of advertisement could engage target customers at the suitable level of construal that can be effective for moderating the alcohol consumption and minimizing harmful drinking habits (Park, 2015).

*Keyword:* ads, advertisements, messages

**2.7 Suspicion.** According to studies, external priming could start up suspicion among promotion focus individuals and as a result to lead them to act similarly to prevention focus

individuals (Kirmani, 2007). Individuals primed with suspicion are not likely to exhibit discrepancies in preference for good attributes. In more details, a suspicious individual should be indifferent regarding if a brand has prevention or promotion outcomes (Kirmani, 2007). Moreover, if a prevention focus individual is highly suspicious, it is possible to design advertisements for minimizing suspicion and including reassuring information (Kirmani, 2007). Furthermore, the keyword “suggesting” refers that a prevention focus is connected with inaction and includes only clearly suitable new product opportunities. As a result, prevention focus advertisements and opportunities lead individuals to act less appealing overall (Spanjol, 2011). Also, prevention focus people could process information pitching a nonloss differently, that is related to uncertainty (Shailenda, 2006). Anticipated pleasure and pain is linked with distinct circuitry in mind (Mogilner, 2008).

*Keywords:* individuals, suspicion

**2.8 Feelings.** Plethora of studies has been conducted how regulatory focus theory affects consumers' feelings and feelings right. Particularly, Park (2015) showed that consumers have the need for cognition which control their feelings right and in such a case where individuals do not identify the origin of the feeling, the feeling right might be ascribed to specific objects. This results in these certain objects to acquire higher values (Wang, 2006). For instance, when consumers feel sad and depressed-what is called feeling blue-because of cloudy or rainy weather, they tend to appraise a possible product unfavorably (Hong, 2008). Through consumption, individuals could advertise seductive effects, such as to entertain themselves, to feel in a healthy way, and useductive effects, such as to feel bored and unhealthy (Mogilner, 2008). As it is well-known there is a persuasive impact on feeling right, regulatory fit influence the way that the emotions are comprehended. For instance, the valence of message thinking (Cesario & Higgins, 2004).

*Keywords:* feelings, effects

**2.9 Manipulative.** Studies have examined whether the sensitivity of intent meanings through regulatory focus, affects conception of the diagnosticity or desirability or both manipulation intent (Kirmani, 2007). Prevention focus individuals who have a desire to avoid being unduly persuaded have higher sensitivity to manipulative intent compared to promotion focus individuals (Kirmani, 2007). An experiment of Kirmani (2007) showed that ambiguous advertising claims make prevention focus people to perceived those claims as more manipulative compared to promotion focus individuals. The keyword “salient” mentions that the different effects of regulatory focus occurred only in ambiguous situations, for instance, when manipulative intent is moderately salient (Kirmani, 2007). In default assessment context, in which purchase risk and the use of a new good are not explicitly create salient, regulatory focus manipulate purchase habits for the new goods such as promotion focus customers mention higher purchase intention compared to prevention focus individuals (Herzenstein, 2007).

*Keywords:* salient, manipulative

**2.10 Impulsive.** According to studies, it has been shown that in the heat of an impulsive situation (i.e consume a piece of cake), individuals do not focus on long term goals (i.e lose fat), in contrast they focus on short term desires (i.e enjoy their dessert) (Mogilner, 2008). The theoretical background of impulsive behavior and experiments that have taken place show that higher levels of impulsivity will increase the preference for short term desires (Sengupta, 2007). Impulsive eaters used to develop a promotion focus in front of a hedonic food, whereas an induction of prevention focus will decrease the chance of eating it (Sengupta, 2007). Moreover, the discrepancy in regulatory focus theory among the time of reporting satisfaction and the time of selection could decrease post choice satisfaction, whereas a situation which impulsive individuals stay in promotion focus will increase post choice satisfaction (Sengupta, 2007). Moreover, the

keyword “promotion or prevention” refers that there are not significant outcomes of chronic promotion or prevention focus in direct positive outcomes (Bhatnagar, 2016). Also, regulatory focus theory mentions that acting as promotion or prevention focus individual can reliably affect goal pursuit (Rodrigues, 2019).

*Keywords:* impulsive, promotion or prevention

#### Summary of Discussion and Implication Topics

In the discussion and implementation part, the most important topics are Insecurity, Manipulative, Counterfactuals, Feelings and Leadership Transformational. The insecurity topic examined that promotion focus increases the positive connection between quantitative insecurity and employees’ emotion whereas prevention focus decreases the connection between quantitative insecurity and stress. Also, by using effectively regulatory focus it could be achieved effective outcomes in the workplace environment and higher level of motivation for employees. The manipulative topic examined the sensitivity between promotion and prevention focus in front of manipulation. The results shown that prevention focus have higher level of manipulation sensitivity compared to promotion focus. The topic of Counterfactuals compared the additive counterfactuals and subtractive counterfactuals where after additive counterfactuals appears a promotion failure whereas after subtractive counterfactuals appear a prevention failure. The topic of feelings presents the feelings that individuals have that control or drift their behavior during a situation. Feelings are also a significant factor that is connected with regulatory focus theory. The last topic was about Leadership Transformational which is similar with the introduction topic regarding Leadership and motivation. In more details, Leadership Transformational emphasizes on different situations in the workplace environment where the team leaders could influence their employees either by promotion or prevention focus strategies in order to achieve significant results.



## F. CRITICISMS & LIMITATIONS OF REGULATORY FOCUS THEORY

Although Regulatory Focus Theory provides a variety of significant points regarding its applications in consumers' behavior, it leaves criticisms as regards to its recency as well as the theories and methods that are used in related studies (Higgins, 1997). Namely, most of the studies are focusing on the Regulatory focus Theory's effects on the decision-making process in an experimental context which, consequently, raise questions in the field of management as regards its application, operationalization and validity of the theory. Therefore, limitations will be emphasized regarding the weaknesses of theory's distinction in related contexts and measurement tools that are used, as well as the lack of studies concerning individual factors of Regulatory Focus Theory. Limitations also found in terms of the interaction between prevention and promotion focused subjects.

### 1.1 Interpreting Regulatory Focus Theory from different contexts and understanding of the way of their relations

It has been argued that terminology, approach of ideas, and the association between different ideas, such as goal, strategy, motivation and Regulatory Focus Theory are more general and do not help to identify research's findings. According to Elliot (1999), the achievement of needs and the fear of failure will drive the individual to achievement or avoidance goals which leads to motivational factors of each person. Moreover, Herzstein, Posavac and Brakus (2007) have mentioned, too, that achievement needs versus safety needs. As the authors stated, Aaker and Lee (2001) have claimed that promotion and prevention goals differ from duties and obligations. Therefore, Regulatory focus Theory analyzes the approach and avoidance goals (Elliot and Sheldon, 1997). Except for these approaches of thinking, Higgins (1997), on the other hand, supports that Regulatory Focus Theory is not identically same with goals as Regulatory Focus Theory uses only the strategic tools in order to achieve them; whereas, goals emphasizes on an

eventual case in order to be achieved. Meaning that an avoidance goal could be accomplished through avoidance or other approach tools are used. This is the way, for instance, to someone achieve an avoidance goal of poor health conditions. He or she might train him-herself with any type of sports, which is defined as an approach mean, or even stop or decrease unhealthy food consumption, which is an avoidance mean. Therefore, it would be interpreted that the barrier between Regulatory Focus Theory, as well as avoidance goals and approach is inappropriate and, for this reason, a strict conceptualization should be claimed. In addition to Regulatory Focus Theory's criticisms, both "behavioral approach" and "behavioral inhibition" systems are linked to the theory as it has been found that when these two systems are activated, the Regulatory Focus is connected to neural associations that are embedded in the systems' activation (Amodio, Shah, Sigelman, Brazy, & Harmon-Jones, 2004). However, there is no precise evidence in terms of conceptualization (Higgins, 2002). In order to find a solution between the confusion of these two systems, researchers focused on these two systems' sensitivity measurement and Cunningham, Ray and Johnson (2005) have explained and proved that these concepts differ with each other (Dholakia, Gopinath, Bagozzi, & Natarajan, 2006). Therefore, it is meaningful to be stated that Regulatory Focus Theory and these two systems have to be clarified further since there is confusion regarding semantics and terminology. Motivation, Regulatory Focus and strategic search of goals are explained for avoidance and approach. For this reason, future studies it is worthwhile to give a precise description of content as well as terminology.

## **1.2 Developing Measuring Tools of Regulatory Focus**

Following the above literature review of regulatory focus, there is a variety of measuring tools. On the other hand, some studies refer that there is lack of reliability regarding the measuring tools (Fellner, Holler, Kircher & Schabmann, 2007\*\*; Summerville & Roese, 2008).

Particularly, the self-evaluation measurement scale has some limitations in terms of bias and difficulties that respondents have to express regarding their experiences and motivation. Also, another difficulty in the self-evaluation scale is the low correlation between Regulatory Focus Questionnaire and Jordan, Lockwood and Kunda scale. Both measuring tools provide some significant findings however, it is difficult for researchers to connect these findings together. According to the author Haaga, Regulatory Focus Questionnaire has low convergent validity and as a result affects the result of the research. Moreover, researchers Haws, Dholakia and Bearden (2010) mentioned that there is lack of association between the five measurements, which are representativeness, internal consistency, homogeneity, stability and predictive validity. Specifically, regulatory focus questionnaire does not measure suitably the regulatory focus' emotional dimensions. Based on these factors, researchers have proposed a composing scale among regulatory focus questionnaire and Lockwood, Jordan & Kunda scale that seems effective regarding its psychometric qualities. Moreover, the hypothesis of Higgins does not prove that chronic regulatory focus is created from the early years and then it applies the same influence over the years no matter the different situations that people experience. Also, the methodology of some scales is not suitable for identifying some findings. According to Bandura (2006) the approach of "one measure fits all" is not exactly precisely due to the fact that some points of measurement could not be explained very easily or could not measure the factor that the researchers want to find. Moreover, these scales have been used for work and health research and not so much for consumption and based on that there is lack for management research.

### **1.3 A deeper look of the characteristics of regulatory focus theory**

A high amount of research emphasizes on the results of regulatory focus in the decision making process rather than the characteristics of regulatory focus. Analyzing the findings of decision making process based on regulatory focus are useful, however having a deeper look

into the different characteristics of regulatory focus theory is also important because researchers could identify the differences among individuals and the factors that affect its individual's decision making. Higgins refers that socialization during the early years has an important role for individuals regarding the regulatory focus. Also, Lee and Aaker (2000) mention that regulatory focus is connected with individual's cultural background. Moreover, there are other theoretical hypothesis from related fields that help researchers to better understand the regulatory focus theory. Some of the hypothetical fields will be referred below.

The first hypothetical field that could be examined is age. Regarding with this hypothesis, a person's sensitivity to losses or gains is connected with his or her life cycle. For instance, young individuals want to achieve goals that they establish and as a result they use the promotion focus approach because they want more gains. On the other hand, elderly people tend to have more worries so for this reason they use the prevention focus approach in order to avoid losses (Heckhausen, 1999). However, following the literature review, regulatory focus theory seems not having so much differences compared to age.

The second hypothetical field is the personality variables. The research of Higgins does not mention directly the impact of personality variables in the regulatory focus theory, but there is one reference that relates regulatory focus theory and optimism. According to the experiments of Higgins and Grant (2003), individuals who had the promotion focus approach and achieve gains, they also tend to be optimistic or to have optimistic characteristics. Moreover, individuals who are optimistic they focus on the positive characteristics of a situation and on the other hand, individuals who are neurotic tend to focus more on negative characteristics, they are not motivated and as a result they are using avoidance approach (Haaga, 2008). Furthermore, the psychological fields proves through experiments that the behavioral inhibition system is connected with neurological complex compared to behavioral approach system that is connected with

extraversion Elliot, A. J., & Thrash, T. M. (2002). Those psychological studies refer that individuals who are sensitive to behavioral inhibition system are more stressed compared to others and on the other hand individuals who are sensitive to behavioral approach system are instinctive (Elliot & Thrash, 2002).

#### **1.4 The Effects Among Promotion and Prevention Focus**

According to the literature review, there are only few studies that compared chronic regulatory focus with contextual regulatory focus at the same time (Herzenstein, Posavac & Brakus, 2007). However, from these few studies there are some conflicts between prevention and promotion focus.

The first conflict that was found is among chronic and contextual regulatory focus forms. Specifically, researchers should consider the following question. What is the result if a chronic individual who is promotion focus experience an avoidance situation or the opposite. This is a rare phenomenon because many researchers have not include this situation in their experiment or studies and as a result, there are not so many significant findings for providing a precise answer.

The second conflict is about the two dimensions of regulatory focus, which are promotion and prevention focus. The situation of managing the elements of a context and their responses is an ideal situation but this does not occur very often. There is a conflict that mentions situational factors could affect the regulatory focus. However, the consequences of this situation are not known due to the fact that researchers have examined only the chronic regulatory focus in one dimension. Moreover, according to researcher Lopes (1987), prevention focus could prevail promotion focus when there is a situation of conflict. The needs that are linked with utilitarian benefits or necessities create an obligation of higher importance compared to desires that linked with hedonic benefits or luxury (Chitturi, Raghunathan, & Mahajan, 2008). Also, these authors mentioned that avoiding a negative situation or a pain is a need and on the other hand searching for

a pleasure is a desire. For this reason, individuals prioritize the fulfillment of prevention goals over the promotion ones. Finally, Chitturi and his colleagues mentioned the hedonic dominance principle which refers that individuals when they achieve their prevention goals then they are more motivated for promotion goals rather than prevention.

The dilemma of which dimension of regulatory focus has a better performance arises in situations where there is conflict. For instance, the avoidance of a health issue which frequently includes to be stressed, through the promotion strategy, the outcome will not be very satisfactory due to the fact that promotion focus increases anxiety. According to authors, promotion focus has stronger outcomes in terms of the desire to achieve some positive results. For instance, people who are achieving to lose weight or they are trying to do it they will use promotion focus in order to have positive results. On the other hand, people will use prevention focus in order to avoid negative effects. For example, people who want to be healthy, they will stop smoking through the prevention focus in order to have a healthier life (Aaker & Lee, 2003). In more details, promotion and prevention focus depends on the desire of people to achieve positive results or avoiding negative outcomes. As it is mentioned in the above examples, when people searching for goals that will provide positive results, they will use promotion focus, in contrast with those who they want to avoid some negative outcomes and as a result to use prevention focus. However, there are some situations where people are using a combination (hybrid) of promotion and prevention focus in order to achieve their goals. For instance, an athlete in order to be healthy, he or she has to eat foods that are beneficial for him or her (promotion) and on the other hand, not consuming foods that they have high calories or fats for avoiding any damage to his or her health (prevention).

#### G. FUTURE RESEARCH

As it discussed above, regulatory focus is a theory which can be analyzed and also be beneficial in many fields. The limitations and criticisms in the particular literature review are topics

that worth to be examined more deeply for improving the performance and the theory of regulatory focus in the management field. However, according to the findings of the literature review, the concepts that need to be re-examined are the motivation that people have and how regulatory focus affects their behavior and secondly the principles of regulatory focus in consumer behavior could create new eras of studying.

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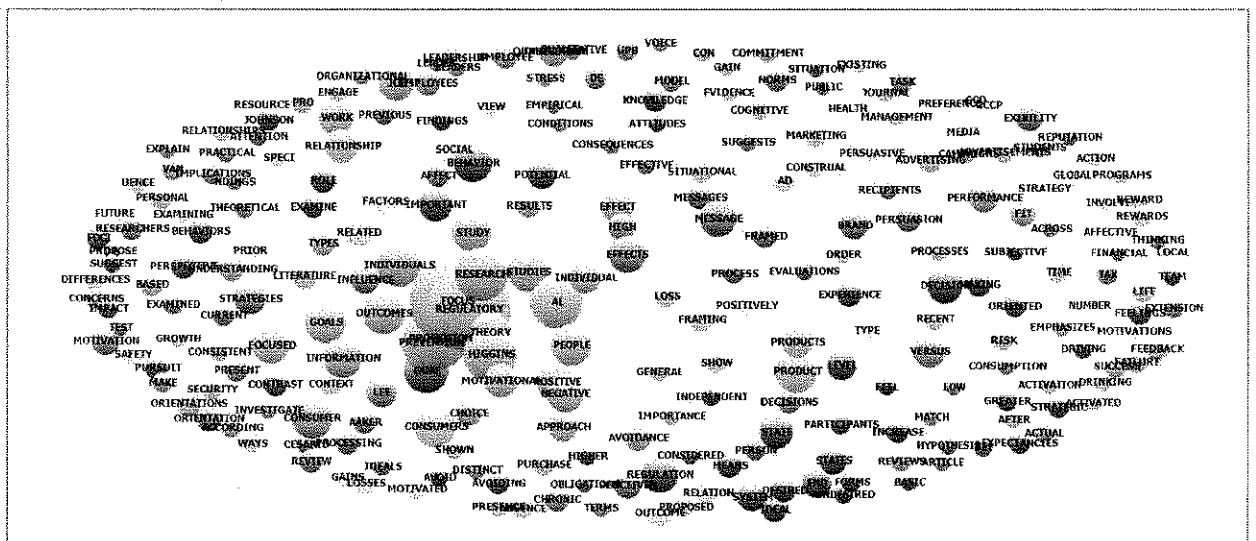
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I. APPENDIX

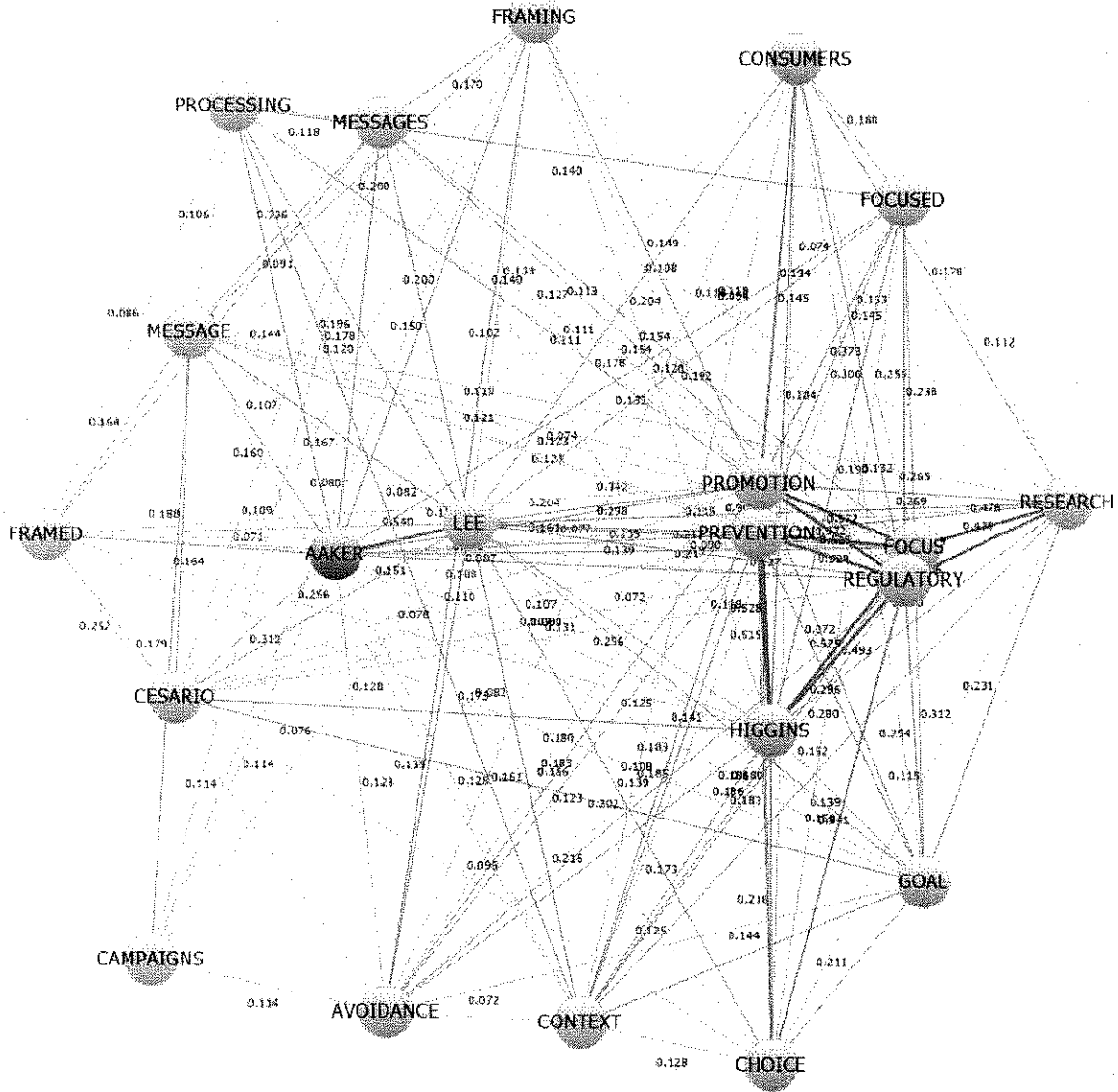
Appendix A: Word Cloud Based on Introductions



Appendix B: Mapping of Word Clusters (topics) Based on Introductions

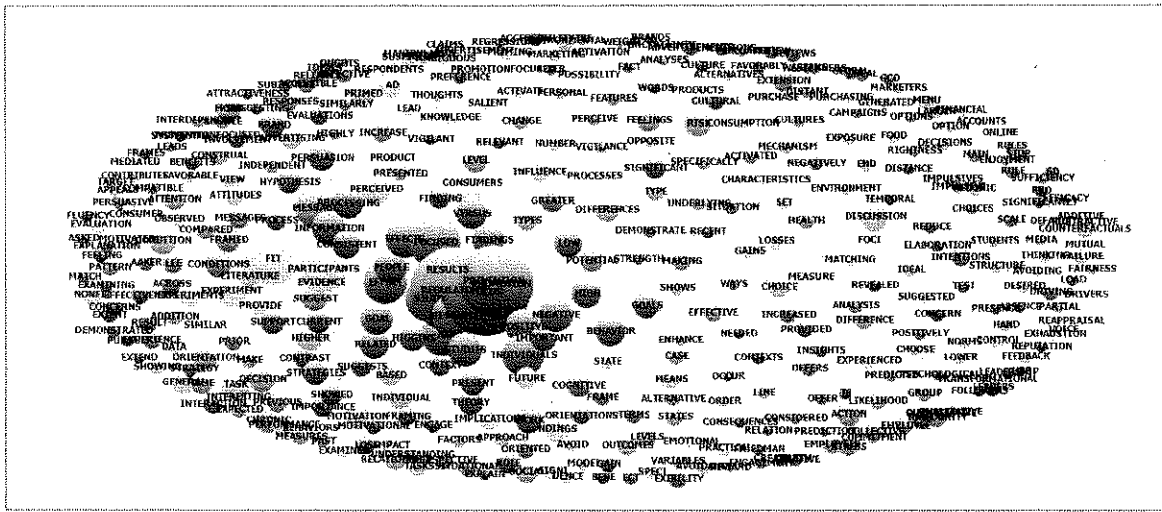


Appendix C: Multidimensional Link Analysis of Topics Based on Introductions

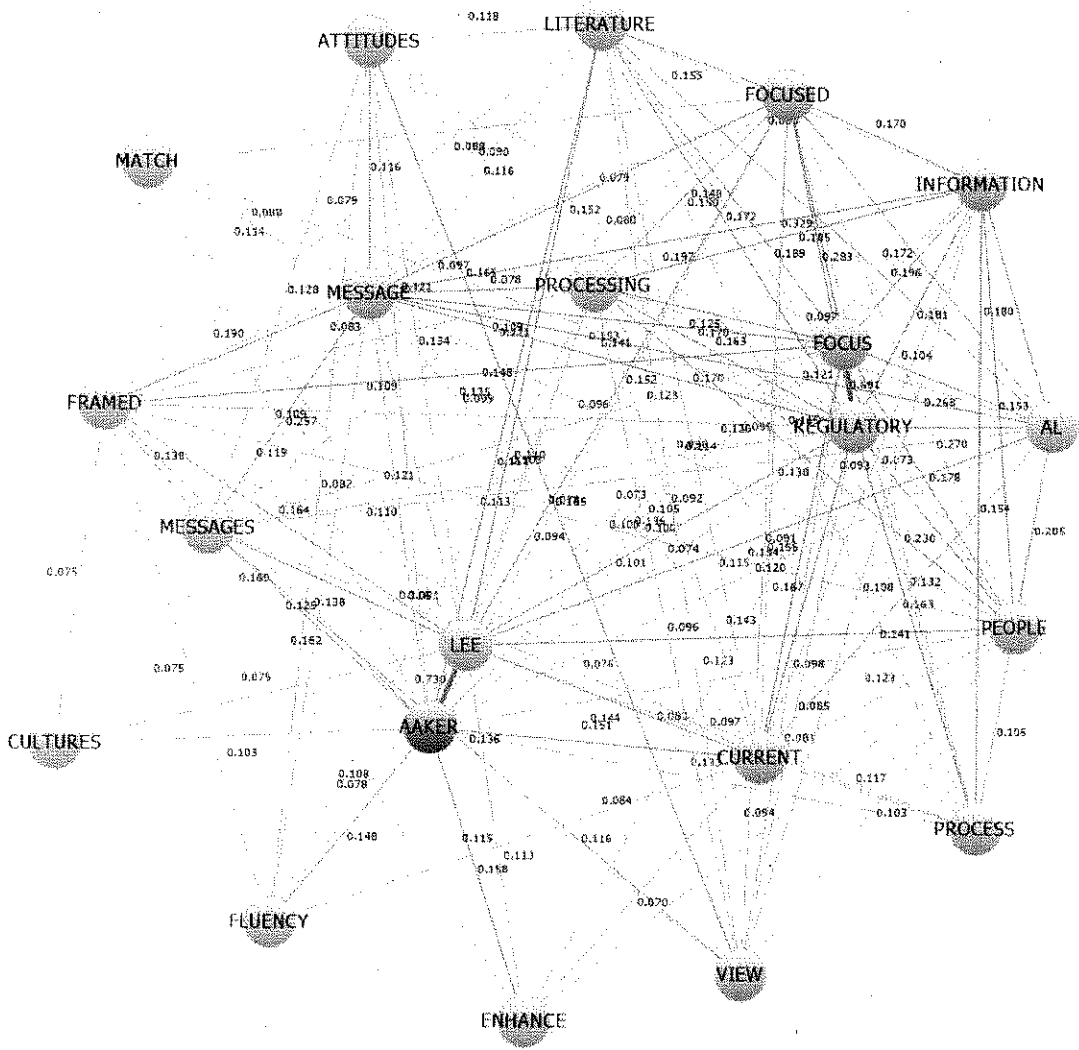




Appendix F: Mapping of word clusters (topics) based on discussions and implications



Appendix G: Multidimensional link analysis of topics based on discussions and implications



**Appendix H:** Example of “words in context” for the “Ads, Advertisements” topic from discussions and implications

29	isms that may explain why	ad	persuasion is enhanced with	Zhao_2007_JMR_INTRO	MKT
11	d self-view on participants'	ad	processing, and subsequent	Kareklas_2012_JA_INTRO	MKT
2	towards pro-environmental	ad	recommendations, (2) inter	Bhatnagar_2016_IJA_INTRO	MKT
2	do or do not adhere to the	ad	recommendations.	Bhatnagar_2016_IJA_INTRO	MKT
2	that the pro-environmental	ad	recommends, and (3) affect	Bhatnagar_2016_IJA_INTRO	MKT
20	ffective responses to the	ad	versus substantive assess	Pham_2004_JCR_INTRO	MKT
29	uasiveness of antismoking	advertisements	, and few guidelines are av	Zhao_2007_JMR_INTRO	MKT
43	In non-commercial	advertisements	, goal-framings are frequer	Holler_2008_JEP_INTRO	non-MKT
29	eat effective antismoking	advertisements	, particularly for adolescen	Zhao_2007_JMR_INTRO	MKT
43	goal-framing in commercial	advertisements	.	Holler_2008_JEP_INTRO	non-MKT
22	re called promotion-framed	advertisements	.	Sar_2015_IJARMC_INTRO	MKT
22	re called prevention-framed	advertisements	; when advertisements em	Sar_2015_IJARMC_INTRO	MKT
18	exting and driving through	advertisements	and public service announc	Naletelich_2019_JBR_INTRO	MKT
22	When	advertisements	are framed in terms of avo	Sar_2015_IJARMC_INTRO	MKT
22	iod, and prevention-framed	advertisements	are hypothesized to be mo	Sar_2015_IJARMC_INTRO	MKT
22	Promotion-framed	advertisements	are hypothesized to be mo	Sar_2015_IJARMC_INTRO	MKT
34	e level, it is clear that both	advertisements	are using the same approa	Cesario & Corker_2013_JOESP_INTRO	non-MKT
22	re effectiveness of anti-AID	advertisements	as a result of the match be	Sar_2015_IJARMC_INTRO	MKT
29	nce that many antismoking	advertisements	do not sig nificantly reduce	Zhao_2007_JMR_INTRO	MKT
22	ned advertisements; when	advertisements	emphasize attaining desira	Sar_2015_IJARMC_INTRO	MKT
34	re equally apparent that the	advertisements	feel quite different from or	Cesario & Corker_2013_JOESP_INTRO	non-MKT
29	However, all antismoking	advertisements	may not be equally persua	Zhao_2007_JMR_INTRO	MKT
22	and local processing of the	advertisements	mediates the interaction be	Sar_2015_IJARMC_INTRO	MKT
25	y, whereas GCCP refers to	advertisements	rich in global symbols and ir	Standford_2016_JIM_INTRO	MKT
28	y, whereas GCCP refers to	advertisements	rich in global symbols and ir	Westjohn_2016_JIM_INTRO	MKT
29	That is,	advertisements	suggesting that product us	Zhao_2007_JMR_INTRO	MKT
29	ocused" viewers, whereas	advertisements	suggesting that product us	Zhao_2007_JMR_INTRO	MKT
20	n studies on the effects of	advertising	, which show that some of	Pham_2004_JCR_INTRO	MKT
20	We hypothesize that, in	advertising	-based persuasion, accessi	Pham_2004_JCR_INTRO	MKT
11	umers' responses to green	advertising		Kareklas_2012_JA_INTRO	MKT