

# **THE EFFECTS OF REGULATORY FOCUS & GUIDELINE ON TIPPING BEHAVIOR**

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by

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## **ABSTRACT**

This research explores the influence of regulatory focus (RF) orientations (promotion or prevention) on tipping behavior and negative WOM intention (NWI) in service failures. Three studies measuring chronic (Study 1) or manipulating (Studies 2 & 3) RF orientations present different effects on tip size and NWI. Study 1 shows that there is a negative correlation between prevention attitudes and tip sizes but this effect was not significant for promotion orientations. Furthermore, both orientations correlated positively with NWI. Study 2's shows an effect mimicking Study 1's results, although the results did not reach significance at  $p = .05$ . Study 3 included tipping guideline as a moderator. Results concluded with the same directional patterns observed in previous studies, although the presence of a gratuity guideline did not affect the relationship between RF orientations and tip size. The unexpected results and potential implications for practitioners and researchers are discussed.

*Keywords:* tipping behavior, regulatory focus, motivational strategy, gratuity guidelines, service failure, word of mouth

## **BIOGRAPHICAL SKETCH**

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## **Introduction**

In the United States, the culture of tipping within the food industry alone accrues \$47 billion dollars a year (Azar, 2011). Tipping is expected as part of the server's wage, and consumers tend to adhere to these social norms (Seiter et al., 2011; Azar, 2011; Azar, 2007; Conlin et al., 2003) and to conform to the tipping culture (Karniouchina et al., 2008). Indeed, Azar's study (2010) looking into the reasons for tipping in the United States demonstrates that the most voted motive to tip is social norm (85%) followed by the factors of expressing gratitude (68%), wage dependence on tips (67%) and to avoid guilt (60%).

In addition, there are several components of the dining experience that can shape tipping, such as satisfaction or dissatisfaction with service quality, and meal standards during consumption (Namkung & Jang, 2010). Service failures are primarily defined as a situation where the service provider does not meet the customers' expectations for example, unsatisfactory service behavior (Harrison-Walker, 2012). Notably, when a service failure occurs, the payment and checkout stage is a significant phase where satisfaction or dissatisfaction is felt (Namkung & Jang, 2010). Thus, tips can be an indication of service performance and a way to identify dissatisfied customers from managers (Lynn, 2001; Bujisic et al., 2014).

In this research, it is proposed that regulatory focus orientations (prevention vs. promotion) affect tipping behavior differently during a service failure. The Regulatory Focus Theory establishes that individual goal pursuit and motivational orientations are classified as promotion or prevention modes (Higgins, 1997). These modes convey

differing self-regulation strategies resulting in variations between prevention and promotion modes in values: obligations (hopes) and responsibilities (aspirations) (Higgins, 1997; Higgins, 2002), decision making: risk averse (risk taking) (Hamstra et al., 2011), and thought processes: less (more) effect of emotions in information preference (Wang et al., 2020). Furthermore, compared to prevention orientations, promotion orientations' use aspirational and self-fulfillment (security and alertness) adoptions of global (local) processing based on more abstract (concrete) and exploratory (real-life) implementations (Förster & Higgins, 2005).

Thus, upon a service failure, it is proposed that individuals would tip more than prevention-oriented ones because the evaluation of service would occur at a more abstract, and thus more distant approach. It is also suggested that exposure to a stimulus to assist tipping decision (i.e., tipping guidelines) may moderate tipping behavior. Higgins (2002) states that individuals are more involved with information that is relevant or fitting for their regulatory modes, and it is proposed that the presence of a tipping guideline fits more with a prevention focused mode. Specifically, despite that prevention focused individuals are more negatively engaged upon service failure, they also tend to follow more strongly to norms and conservative principles (Zhang et al., 2011; Kark & Van Dijk, 2007). Given that guidelines are perceived to imply or remind what amount should be tipped and foster social norms, prevention focused individuals will be more likely to follow tipping guidelines during decision making processes than promotion orientations.

This research is important for several reasons. First, there has been extensive research on determinants of service failure and recovery efforts (Sundaram et al., 2018; Sivakumar et al., 2014; Yang et al., 2013; Kau & Wan-Yiun Loh, 2006; Mattila, 1999) but only a few observed the effects of regulatory focus under this service context (Yang et al., 2013; Das et al., 2020; Lechner & Mathmann, 2020). This research aims to closely examine the intrinsic processes of motivational strategies as a response to service failure on tip sizes. Factors such as server characteristics, social expectations and mood have been observed to affect tipping decisions (Lynn & McCall, 2000). Differing effects from orientation types have been observed to evolve on information preference (Wang et al., 2020), and sensitivity to social obligations or reputational concerns (Pfattheicher, 2015). Moreover, regulatory focus has frequently been examined under marketing advertisements or information (Kirmani & Zhu, 2007; Wang & Lee, 2006; Chernev, 2004) which do not account for interactive service scenarios and post consumption decision making. This postulates that there are significant gaps to understand the procurement and behavioral consequences of service failure. This paper attempts to contribute to the sparse literature exploring the intrinsic aspects of individual characteristics in the context of tipping upon service failure.

# Literature Review

## *Tipping*

It is unequivocal that tipping culture in the United States is motivated beyond expression of gratitude due to the presence of social norms (Azar, 2010). As one may feel motivated to tip due to the inclination to meet social conformities and expectations, there are several factors that influence how much to tip. For example, bill size, friendliness and attractiveness of service workers, and moods of customers have been linked to significantly affect tip sizes (Lynn & McCall, 2016). Moreover, individual characteristics such as altruistic motivation, patronage frequency and the customers' experience with tip reliance are positively associated with tip sizes (Lynn, 2015). Furthermore, as Lynn suggests (2015), a sense of duty or obligation and feelings rooted from the norms' influence on tipping, can either result from intrinsic (e.g., satisfaction from doing right, helping the server and expressing generosity) or extrinsic and self- presentational (e.g., avoidance of appearing cheap, reducing servers' envy, and guilt) motives (Lynn, 2009). Thus, it is pertinent to examine tipping behaviors distinguished by individual differences bolstered by motivations that epitomize or prompt adherence to norms. In this regard, orientations discerned by regulatory focus modes present a critical role in revealing variations in normative behavior (Pham & Avnet, 2009; Kirmani & Zhu 2007; Chernev, 2004).

### ***Regulatory Focus***

The regulatory focus (RF) theory of Higgins (1997) outlines that there are two regulation strategies one can adopt from pleasure or pain. The first strategy, promotion focus, involves approaching pleasure. Those under this orientation seek to maximize the presence of a positive outcome or a “gain” and to minimize “non-gains”. The second orientation, prevention focus, involves the avoidance of pain and those under this orientation seek to minimize the presence of “losses” or a negative outcome and to maximize “non-losses”. In addition to these strategies implemented to achieve an outcome, a critical differentiation of regulation between the two strategies entails the beliefs or standards of one’s ideals: aspirations and hopes for promotion focused individuals, and duties and obligations for prevention focused individuals. Promotion focused individuals are to pursue a goal with eagerness whereas prevention focused individuals are to pursue the same goal with vigilance to either attain a desired state or to deviate from an undesired state.

As regulatory focus (RF) closely complies with one’s perceptions or judgment, this orientation can be observed as an individual characteristic. Higgins (1997) claims that an individual’s chronic RF stems from interpersonal relationships and socialization processes since birth and can also be influenced by cultural cues (Lee et al., 2000). However, because both orientations are present in all individuals (Higgins, 1998), contexts or scenarios can increase the accessibility of an orientation to temporarily sway one’s chronic RF. RF can be enforced by manipulations such as writing tasks involving the attributes of an orientation to increase its salience (Freitas et al., 2002), instructions to follow an incentive that’s been framed in an orientations’

manner (Shah et al., 1998) and inducements of processing types aligned with an orientation type (Zhu & Meyers-Levy, 2007). Due to this malleable nature, previous studies in consumer behavior research have examined RF's influence on consumers' thinking and cognition (Kirmani & Zhu 2007; Pham & Avnet, 2009), feelings and affective responses (Pham & Avnet, 2004; Markman et al., 2007; Pham & Avnet, 2009) and actions or behaviors (Crowe & Higgins, 1997; Freitas et al., 2002; Chernev, 2004; Wang & Lee, 2006). For example, Chernev (2004) found that promotion (prevention) orientations were more attracted to products with hedonic (utilitarian) attributes and Wang and Lee (2006) claim that when individuals are not motivated to put cognitive efforts, product information that align with regulatory orientations are used to develop product evaluations. Furthermore, Pham and Avnet (2009) revealed that promotion orientated individuals are more disposed to depend on affective cues (i.e., charming/irritating, friendly/unfriendly) on judgment than prevention orientated individuals who are more likely to utilize cognitive cues (i.e., intelligent/not intelligent, responsible/irresponsible). In addition, Markman et al. (2007) argues that to regulate emotions, promotion focused individuals are more inclined to engage in additive counterfactual thinking (actions that could be made) as opposed to prevention focused individuals with subtractive counterfactual thinking (actions to avoid). Thus, RF can influence one's judgment and decision-making behavior, whilst the two orientations, promotion, and prevention, incite different outcomes.

### ***Promotion and Prevention Focus***

In general, promotion focused individuals align with the attributes one would ideally possess or also known as the “Ideal Self”, which represents one’s hopes, aspirations and wishes (Higgins, 1987). A promotion-oriented individual seeks for growth and progressions to their desired states (presence of positive outcomes). Under this focus, reliance on affect as a heuristic of judgment and decision making is greater than under a prevention focus mindset (Pham & Avnet, 2009; Liberman et al., 1999). In relation to memory, promotion focused individuals are more likely to structure and recall information at an abstract and general level compared to prevention focused individuals who develop more concise and intricate associations (Lee et al., 2010). Furthermore, when assessing an advertisement’s message, promotion focus entails greater search for positive indicators whereas, prevention focus individuals look for negative indicators (Kirmani & Zhu, 2007). From these findings, it is posited that promotion focused individuals may be more likely to desire and look for positive qualities of a scenario or a stimulus as a response than prevention focused individuals. For prevention focused individuals, duties, obligations, and responsibilities are attributes they believe one should possess (the “Ought Self”) and thus are strong predictors of their judgment and behavior. Prevention-oriented individuals seek for security whilst avoiding a non-desired state or the absence of negative outcomes. Due to vigilant characteristics, prevention focus increases sensitivity to an advertiser’s manipulative intent and gives less favorable brand evaluations than promotion focuses

(Kirmani & Zhu, 2007), leading to greater risk averse behavior under uncertainty than promotion focused individuals (Hamstra et al., 2011).

### ***Regulatory Failure***

As diners hope to achieve satisfaction or an acceptable service quality during their dining experiences, service failure embodies an absence of a positive experience (promotion failure) or a presence of a negative experience (prevention failure). Specifically, promotion and prevention failures occur when a goal, such as experiencing an adequate dining experience with pleasure (for promotion focus) or avoidance of pain (for prevention focus), is not met.

Reactions to failure will differ depending on which strategy is used. For promotion-mindset individuals, failure reflecting the absence of positive outcomes often results in dejection-related emotions, such as disappointment and low spirits, whereas for prevention-mindset individuals, the presence of negative outcomes will lead to agitation-related emotions, such as feeling tense or being irritable (Shah & Higgins, 2001).

Yet, when a regulatory focus failure occurs, promotion and prevention strategies also help decrease the discrepancies between the current state and the desired outcome, but each strategy uses different means to accomplish this. Promotion focus individuals tend to react with eagerness, which involves achievement through spontaneous reactions rather than reflective deliberation. On the reverse, prevention focus individuals carefully review their course of actions, the social context and consequences to achieve their desired state. For example, Roese et al. (1999) mention

that promotion (vs. prevention) failure produces greater additive counterfactual, whereas prevention (vs. promotion) failure produces greater subtractive counterfactual thoughts.

Counterfactual thoughts are evaluations of an outcome where “if only” or “what if” mental simulations are instigated (Roese & Olson, 1993). These thoughts can take on differing forms such as additive and subtractive configurations. Additive counterfactual thoughts consist of newly added elements to reform reality (e.g., “I should have studied more”). On the other hand, subtractive counterfactual thoughts involve the removal of elements to reconstruct reality (e.g., “I should have never taken that class”) (Roese & Olson, 1993). Thus, upon a service failure scenario, promotion focused individuals may think, “I should have dined elsewhere” while for prevention focused individuals could think, “I should have never dined here”.

In addition, those thoughts can lead to greater global (localized) processing styles (Förster & Higgins, 2005). Global processing involves the usage of the right hemisphere of the brain which is skilled in grasping a greater (more global) picture, whereas localized processing involves the usage of the left hemisphere where greater proficiency in processing details is discerned (Romero, 2011). As these patterns of additive (subtractive) counterfactuals and global (localized) processing are complementary to promotion (prevention) orientations, it is applicable to suggest promotion focused individuals will process information with eagerness (for promotion) while prevention focused individuals will process information with with vigilance (Epstude & Roese, 2008). Moreover, the focus on security and vigilant strategies for prevention orientations lead to greater attentiveness to real-life, factual

surroundings (local perception) to maintain security (Förster and Higgins, 2005).

Whereas, for promotion orientations where the focus is on growth, self-fulfillment and eagerness drive their strategies, and individuals tend to adopt a more abstract and explorative processing (global perception) (Förster and Higgins 2005).

These contrasting sequential patterns between situational values with prevention focus and prospective with promotion focus, lead to the evaluative distances of an event to transpire with variance. Abstract mindsets elicit divergent thinking, which promotes an individual to broaden their cognitive processes, motivating search for remote or distanced information whereas, factual or concrete mindsets tend to adopt convergent thinking, which encourages search for more closely connected information (Burroughs et al., 2008). Based on this line of reasoning, it is proposed that promotion-oriented individuals may leave a greater tip size than prevention-oriented individuals because promotion focused individuals have greater prospective thoughts and thus would evaluate service failure with a more distant perspective. Particularly, additive counterfactual thinking and global processing where “dining elsewhere” and hopeful aspirations of prospects is prominent would lead promotion-oriented individuals’ to be more distant from the service failure they experience. Moreover, promotion mode tends towards hope and desires for a positive experience with the inclination to adopt creative strategies, enabling the fostering of thoughts regarding next restaurants they hope to dine at, bolstering the disassociation from the service failure. In sum, promotion orientations will dwell less on the dissatisfaction and negative effects than prevention orientations leading to greater tip sizes. Contrarily, for prevention focused individuals, the cultivation of subtractive and

localized processing could intensify negative affect and detailed recall from the negative service experience (Higgins et al., 1997; Brockner & Higgins, 2001; Lin & Johnson, 2018; Ji et al., 2019). This prompts greater transfers of the dissatisfaction and agitation from the service failure onto the tipping stage, which should lead to less tip sizes than when promotion focused individuals experience the same situation:

H1a: When they experience a service failure, prevention focused individuals will provide a lower tip than promotion focused individuals.

### ***Negative WOM Intentions (NWI)***

WOM was initially a physical communication channel upon post-consumption between customers for new products (or services) and its integral influence on a potential buyer's purchasing decisions (Arndt, 1967; Engel et al., 1969; Westbrook, 1987). Engel et al. (1969) claim that the motivation to engage in conventional WOM relates to 1) product involvement where an individual feels excitement from the new product and desires to share such satisfactory experience to others, and 2) self-involvement, where this communication is used as a proxy to gain attention, suggest prestige, declare superiority, and concerns for others to such as, to share negative evaluations of a product to ensure the other subject does not repeat the same experience.

Through online platforms and the accessibility of instantaneous communication such as social media and emails, WOM can also be called electronic word of mouth, or eWOM. eWOM as suggested by Litvin, Goldsmith and Pan (2008) is defined as all informal online communication of a product or service, expressed to

customers. Compared to traditional WOM, eWOM is more written than spoken and there is often greater anonymity between the communicator and the receiver or reader. General motives of eWOM include, advice seeking, expression or ventilation of feelings (positive or negative) (Serra Cantallops & Salvi, 2014) and utilization of certain online site/platform types (Bronner & de Hoog, 2010).

Some research has already examined the effect of regulatory focus on WOM engagement (Shin et al., 2013; Sohaib et al., 2019). In particular, Shin, Song and Biswas (2013) investigated whether regulatory focus orientations led to greater intentions to engage in eWOM when a service experience was positive or negative. They found that when service experience is positive, promotion focused individuals have greater intent to engage in eWOM. Contrarily, when service experience is negative, prevention focused individuals have greater intent to engage in eWOM as they prefer to employ avoidance strategies of negative end-states thus, attempting to help others to also avoid the same negative experiences. Furthermore, Sohaib and scholars (2019) argue that anxiety and vengeance are predictors of negative eWOM; two motivations positively correlated with prevention-focus style. Thus, upon service failure, prevention (vs. promotion) focused individuals will engage in greater negative WOM intention.

H1b: When they experience a service failure, prevention focused individuals will engage in greater negative WOM than promotion focused individuals.

In addition, to assess the distinctive mechanisms regulatory focus orientations enact upon, the presence of a tipping guideline may attenuate the difference in tipping

size between prevention and promotion-oriented individuals. Upon service failure, it is suggested that the response to a tipping guideline would differ across orientation type due greater reliance on norms under prevention (vs. promotion) orientations.

### ***Tipping Guidelines***

In recent years, the use of POS systems in the restaurant industry, such as Toast and Square, has increased the usage of digital (from physical) tip guidelines during payment experiences. These systems provide digital interfaces accessible to consumers during the payment process with the presentation of default tip guideline screens. These guidelines possess a role of calculative assistance as they depict different ranges of tip percentages (ex. 15%, 18%, 20%) and sole values of the tip size (\$) corresponding to the bill size. Research has started to look at the effect of tipping guidelines on tip sizes and found mixed results. On one hand, it has been observed that guidelines increase tip sizes (Seiter et al., 2011; Karniouchina et al., 2008) due to influence and reliance on heuristics. Previous studies predicted that heuristics or quick circuited processing operates during tipping decisions due to the tendency to adhere to social norms (Seiter et al., 2011) or conformity (Karniouchina et al., 2008). These findings suggest that guidelines are perceived as an indication of a norm or a standard during a tipping process.

In relation to the regulatory focus orientations, prevention (vs. promotion) focused individuals are more responsive to normative influences as norm-persistent behavior relates to prevention orientations of duties, obligations, and responsibilities, more than promotion (Zhang et al., 2011). Moreover, this observation is detected

amongst those whose prevention focus is heightened and not to those with stronger promotion focus, signifying that not all situations lead to effects on both orientations (Pham & Chang, 2010; Wang et al., 2020). Additional research indicates that prevention (vs. promotion) focused orientations are more sensitive to oughts and social expectations (Pfattheicher, 2015). Thus, when confronted with what appears to be norm compliant information such as, tip guidelines, prevention focused orientations should be more likely to be affected by the guideline presented.

H2a: In the presence of a tipping guideline, the difference in tip size between prevention and promotion focused individuals will be attenuated.

H2b: The presence (vs. absence) of a tipping guideline will positively affect tip sizes for prevention focused individuals.

To sum up, it is proposed that prevention focused orientations will leave lower tip sizes because they will concentrate more on aspects of the service failure due to more local (vs. global) processing style. Furthermore, they will also engage in greater negative intentions because they will employ strategies that would help avoid a negative outcome, thus, attempting to protect and warn others to avoid the same negative experiences.

Additionally, prevention (vs. promotion) focused individuals will be more affected by the presence of a tip guideline as tipping guidelines assist in the sustenance of prevention orientation (regulatory fit). Precisely, they will feel more inclined to sympathize with a tipping guideline as it is perceived as an indicator of social norms,

and thus as a result of adhering to the guideline or social norms tip sizes will increase. Thus, in the presence (vs. absence) of a tipping guideline, prevention focused individuals will tip more.

In three separate examinations, I investigate the relationship between regulatory focus orientations on tip sizes and negative intent in a service failure scenario. I also explore differences in the orientation groups with the additional moderating effects when including a tipping guideline and employ assessments through chronic (Study 1) and manipulations of regulatory focus orientations (Study 2 & 3) are employed across the studies.

## **Study 1**

This study explores the relationships of regulatory focus orientations on tip sizes and post-service intentions in a service failure scenario. Chronic regulatory focus is measured to examine orientations of promotion and prevention regulatory modes on a continuous scale. This measurement is then adopted as a categorical measure to observe mean differences in the dependent variables between the orientations. Lastly, promotion and prevention attitudes were also assessed from the sub-set scales of the chronic regulatory focus measure.

## **Method**

### ***Participants***

This study was pre-registered (as predicted #133002) and all participants were recruited from the survey platform, Prolific. In total, 247 participants completed the

survey and passed the attention check questions. Three participants were excluded as they did not pass attention checks. The survey consisted of three attention check questions; two, within the regulatory focus measure and one at the end of the survey (see Appendix A1 and A4 for the questions).

The average age of the sample was 36.82 years and 41.3 percent of participants identified as male (54.7% for female, 4% for non-disclosure and other identifications). Around 63.1 percent had an educational qualification of a bachelor's degree or lower and the majority of the sample had a personal income of \$79,999 or less. Lastly, the ethnicity of the sample consisted of 71.1% White or Caucasian, 10.5% Black or African American, 7.3% Asian or Pacific Islander, 6.5% Hispanic or Latino, 3.2% Multiracial or Biracial, one Native American or Alaskan Native, and one respondent indicated their ethnicity was not listed.

### ***Design & Procedure***

At the beginning of the survey, participants were asked to complete the general regulatory focus measure (GRFM) (Lockwood & Kunda, 2002) to observe whether differing chronic regulatory focus orientations influenced tip sizes upon service failure. To assure no spillover effects from the negative service scenario, participants were required to complete this measure at the beginning of the survey. Upon the completion of this scale and a few demographic questions, participants were then shown a scenario-based script with a service failure situation adapted from Karniouchina et al. (2008) (as seen in Appendix A2). The total bill size was \$30.00 (as seen in Appendix A3) and upon the service failure script, participants were instructed

to take a moment to imagine themselves in this situation and to enter how much (in dollars) they would like to tip. If they did not wish to tip, they were instructed to write 0. To confirm a tip size, respondents had to manually input a dollar value into a text box. Then, participants were asked to rate their willingness to engage in negative word of mouth, the remaining demographic questions, an attention check question and then were thanked for their participation.

### ***Measures***

The general regulatory focus measure (GRFM) scale comprises 18 items (2 subscales of prevention and promotion modes) on a 9 point scale (1 = *Not at all true of me* to 9 = *Very true of me*) (Lockwood & Kunda, 2002) (Appendix A1). To explore the effect of chronic regulatory focus orientations on tip sizes and negative intentions, regulatory focus orientations were classified through assessing the differential scores of averages from the promotion ( $\alpha = 0.93$ ) vs. prevention ( $\alpha = 0.83$ ) sub-scales from the measure. An example of an item in the promotion subset consisted of “I frequently imagine how I will achieve my hopes and aspirations” in contrast to an item in the prevention subscale, “I frequently think about how I can prevent failures in my life”. In this manner, the scores of differences were regarded as a continuous variable and computed through subtracting average prevention scores from the average promotion score. Thus, a positive (negative) difference would indicate greater strength of promotion (prevention) modes for an individual.

As an exploratory measure the difference of averages was also used to place respondents into categorizations of the regulatory focus groups. Those who consisted of positive (negative) average scores from the scale were classified as a promotion (prevention) focused individual. For those who did not indicate any absolute differences (8 respondents) were uncategorized and not included in this analysis. Lastly, to independently examine promotion and prevention attitudes, scores from the two subsets of the GRFM scale were utilized.

After respondents' chronic regulatory modes were measured and their tip inputs, participants then indicated their reports of negative intentions on 7-point scales, (1 = *Strongly Disagree* to 7 = *Strongly Agree*). There were two items to measure negative word of mouth, (1) "I would complain to my friends and relatives about this restaurant.", (2) "I would post a negative review on either Yelp, Google, TripAdvisor or Facebook." and (3) "I would never eat at this restaurant again." (Cronbach  $\alpha$  = 0.67). Lastly, participants were asked to answer some demographic information, such as their ethnicity and income.

## ***Results***

The relationship between tip sizes and the regulatory focus measure, when observed as a continuous variable was non-significant,  $b = .084$ ,  $t(245) = 1.198$ ,  $p = .232$ . The difference between promotion ( $M = 3.44$ ,  $SD = 2.08$ ) and prevention ( $M = 3.13$ ,  $SD = 2.15$ ) orientations on tip size, when it was observed as a categorical variable was also non-significant,  $t(237) = -1.11$ ,  $p = .270$ . Willingness to engage in negative intentions was also uncorrelated with regulatory focus,  $b = .014$ ,  $t(245)$

= .372,  $p = .777$ , but consisted of greater average engagement for prevention ( $M = 4.84$ ,  $SD = 1.10$ ) than the promotion orientation ( $M = 4.74$ ,  $SD = 1.20$ ),  $t(245) = .651$ ,  $p = .516$ . However, when exploring the relationships between the subscales of regulatory focus on tip sizes, prevention orientation attitudes and tip size were significantly negatively correlated,  $r(245) = -.136$ ,  $p = .033$ , meaning that the higher the ratings on prevention orientations items, the lower the tip size. However, promotion orientations were not statistically significantly correlated with tip size,  $r(245) = -.033$ ,  $p = .603$ . Negative intentions were positively correlated for both orientations, for prevention,  $r(245) = .130$ ,  $p = .041$  and for promotion,  $r(245) = .166$ ,  $p = .009$ . Specifically, for item 1 (conventional negative word of mouth), both orientations were likely to engage but slightly greater, for prevention,  $r(245) = .157$ ,  $p = .014$  than promotion,  $r(245) = .130$ ,  $p = .041$ . For item 2, (electronic negative word of mouth), promotion orientations were more likely to engage,  $r(245) = .169$ ,  $p = .008$ , than prevention,  $r(245) = .091$ ,  $p = .152$ . Lastly, the last item indicating whether the respondent would never visit the restaurant again was statistically non-significant for both orientations, for prevention,  $r(245) = .059$ ,  $p = .410$ , promotion,  $r(245) = .037$ ,  $p = .602$ .

### ***Discussion***

This study partially supports the patterns of hypotheses H1a. While the hypothesis was not supported when computing regulatory focus as a collective measure with promotion and prevention orientations on pole ends, exploring the orientations independently resulted in a strong, negative correlation between

prevention orientations and tip sizes but this relationship did not exist when looking at promotion orientations. Moreover, H1b was rejected as both orientations positively correlated to engage in negative intentions upon service failure. Specifically, although both orientations are likely to engage in conventional negative word of mouth near their vicinity or friend circles, the effect was stronger for prevention orientations than promotion. This notion has been examined previously where motivation to protect others and high levels of interpersonal closeness led to an increase in negative WOM (Dubois, Bonezzi and De Angelis, 2016). Moreover, Lee, Aaker and Gardner's observations in the function of interdependence in regulatory focus orientations (2000), outline that promotion focused individuals perceive self-related or independent thoughts to be of greater importance, contrary to prevention focused individuals who place greater importance on others and interdependent thoughts.

To ensure greater validity of this observation, the next study (Study 2) manipulates regulatory focus orientations with random assignment. Moreover, to assure that service quality is perceived similarly in both conditions, an item of service quality was added. All other questions' items were alike to Study 1's.

## **Study 2**

This study examines the effect of regulatory focus orientations on tip sizes and post-service intentions in the same service failure scenario from Study 1. However, regulatory focus was manipulated through writing tasks. To measure negative intentions, identical items from Study 1, specifically items 1 and 2, were utilized and

item 3 was excluded. Lastly, a question regarding perceptions of service quality was included in this study.

## **Method**

### *Participants*

Alike to Study 1, all participants were recruited from the survey platform, Prolific, and this study was pre-registered (as predicted #133984) . In total, 234 participants completed the survey and passed the attention check. Two participants were excluded as they did not pass attention check, six participants were removed as they did not successfully complete the manipulation task and one participant was excluded due to a tip size of \$55 (greater than 50% of the bill). The survey consisted of the same attention check question toward the end of the survey as the one from Study 1. One respondent categorized as an outlier with a tip size of \$15 (50% of the bill) was removed. Thus, the final sample size consisted of 234 respondents.

The average age of the sample was 41.13 years and 37.6 percent of participants identified as male (59.4% for female, 3% for non-disclosure and other identifications). Around 84.2 percent had an educational qualification of a bachelor degree or lower and the majority of the sample had a personal income of \$59,999 or less. Lastly, the ethnicity of the sample consisted of 70.9 percent White or Caucasian, 9.4% Black or African American, 8.1% Asian or Pacific Islander and Hispanic or Latino, and 3.4% Multiracial or Biracial.

### ***Design & Procedure***

Study 2 manipulated regulatory focus orientations (promotion vs. prevention) through a writing task (see Appendix B1 for the task's instructions). This priming task was adopted from Yoon et al. (2011) where respondents were required to think of their past and present hopes, aspirations, and dreams (duties, obligations, and responsibilities) then write a short paragraph on these personal hopes relative to promotion focus or duties relative to prevention focus. This manipulation was presented at the beginning of the survey before the service failure scenario script. Moreover, to ensure this priming was successful, three bipolar manipulation checks were adopted from Yoon et al. (2011) with bipolar scales of 1 to 5 (e.g., "I prefer to do what is right vs. I prefer to do whatever I want") (Appendix B2).

Participants then were asked to read the same service failure scenario from Study 1 and leave a tip in an identical manner to Study 1. Upon reading of the scenario, service quality was measured by asking participants to "rate the service quality of the scenario [they] just experienced" on a scale from 1 = highly dissatisfied to 5 = highly satisfied. Then to measure negative intentions, identical items from Study 1, specifically items 1 and 2 (Cronbach  $\alpha = 0.70$ ), were used. Lastly, participants were asked for their demographic information and an attention check question at the very end of their survey recalling the bill size from the scenario.

## ***Results***

The manipulation of regulatory focus was unsuccessful, the average manipulation checks indicated a mean difference of 0.20 between the regulatory focus groups,  $t(232) = -1.419, p = .157$ , none of the three manipulation check items reported significance. There were no significant differences of service quality ratings between the promotion and prevention groups,  $p = 0.522$ .

An independent sample t-test was utilized to explore the relationship between the regulatory focus groups (promotion vs. prevention) on tip sizes and negative intentions. There were 22 respondents in each regulatory focus condition that indicated \$0 tip sizes. This yielded 84 respondents in the prevention group and 106 respondents in the promotion group who left a tip. The relation between the orientation groups and deciding to tip vs. not was not significant,  $\chi^2(1, N = 234) = 8.9, p = .487$ . Moreover, there was no significant difference in tip sizes between conditions that included participants that did not tip, and the prevention focused group consisted of lower tip values ( $M = 3.32, SD = 2.31$ ) than the promotion focused group ( $M = 3.77, SD = 2.55$ ),  $t(232) = -1.41, p = .159$ . When the tip variable was log-transformed the results revealed the same findings. There were no significant differences across the regulatory focus groups,  $t(188) = -.751, p = .453$ , where the geometric mean for promotion orientations ( $M = 0.60$ ) were greater than the prevention group ( $M = 0.58$ ). For engagement in negative word of mouth, on average prevention focused groups rated higher likelihoods of engagement ( $M = 4.57, SD = 1.46$ ) than the promotion

focused group ( $M = 4.29$ ,  $SD = 1.44$ ) however, this result was statistically insignificant,  $t(232) = 1.44$ ,  $p = .152$ .

There appeared to be a statistically significant correlation between tip size and negative intentions,  $r(232) = -.408$ ,  $p < .001$ , meaning that the higher the negative intention, the lower the tip size. Additionally, there was a positive association between service quality and tip sizes,  $r(232) = 0.365$ ,  $p < .001$ .

### ***Discussion***

From this study, we can confirm that both promotion and prevention-oriented individuals perceived the service quality very similarly. Apart from statistically non-significant results there are similar patterns of mean tip sizes from Study 1 as the prevention group tipped less than the promotion. Furthermore, we rejected the hypothesis that prevention focused orientations induced greater likelihood to engage in negative word of mouth (WOM) intentions than promotion orientations. The correlational results indicate that in accordance with the results of Study 1, there is a significant relationship between an increase of tip sizes leading to decreased willingness to engage in negative intentions. Yet, due to no significant differences of manipulation checks between the orientation groups, the induction was deemed as ineffective. This called for a replacement of a priming or manipulation task for the next study as results cannot be reliably interpreted based on unverified inducements of regulatory focus.

## **Study 3**

This study aims to explore the moderating effect of the presence vs. non-presence of a tipping guideline and regulatory focus orientations on tip sizes and negative intent. The writing task manipulation of regulatory focus from Study 2 was replaced with a reading task type. Moreover, due to the characteristics of the reading task, several components of the service failure scenario were also reformed. Measurements of negative intentions were identical to the previous study.

### **Method**

#### ***Participants***

Equivalent to Studies 1 and 2, all participants were recruited from the survey platform, Prolific, and this study was also pre-registered (as predicted #137192). In total, 500 participants completed the survey. Four participants were excluded as they did not pass the attention check question, and there were no participants that met the exclusion criteria of tip sizes greater than 50% of the bill. The survey consisted of the same attention check question toward the end of the survey as the ones from Studies 1 and 2. Additionally, no respondents were categorized as an outlier. Thus, our final sample size consisted of 496 respondents.

The average age of the overall sample was 38.25 years and 49 percent of participants identified as male or female (2% for non-disclosure and other identifications). Around 86.9 percent had an educational qualification of a bachelor's degree or lower and the majority of the sample had a personal income of \$59,999 or less. Lastly, the ethnicity of the sample consisted of 95.6 percent White or Caucasian,

8.3% Asian or Pacific Islander , 8.1% Black or African American, 5% Hispanic or Latino, and 3.8% Multiracial or Biracial and three respondents (0.6%) indicated that the race or ethnicity they identify with was not listed.

### ***Design & Procedure***

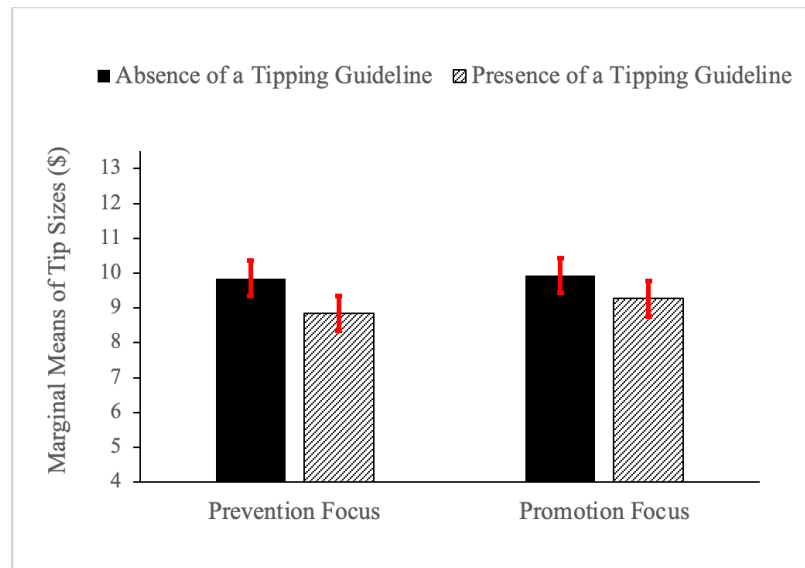
This study constituted a 2 (promotion vs. prevention) by 2 (presence of guideline vs. no guideline) between-subjects factorial design. The manipulation of regulatory focus modes was adopted from Pham and Chang (2010) and administered first most in the survey. During this manipulation, participants in the promotion (prevention) condition read a scenario of a situation that depicted an offering of a job promotion described in respect to ideals, growth, and accomplishments (duties, responsibilities and security) (see Appendix C1). Afterwards, to probe whether the manipulation was successful, two bipolar questions were adopted with scales from 1 – 7 points (e.g., “I desire a dining experience that would 1 = delight me – 7 = not disappoint me”) also adopted from Pham and Chang (2010) (Appendix C2).

Then, the same negative service scenario from Studies 1 and 2 were updated to match the regulatory focus manipulation scenario and presented to participants (see Appendix C3). Upon this reading task, participants were also randomly assigned to an image of their bills with or without a 15% guideline (as seen in Appendix C4). Due to the context of the regulatory focus manipulation that consisted of a celebration to the job promotion with close relatives and the participants’ role to treat them, the service failure scenario and total bill size were modified in accordance to the increased number of total diners at the table and the companion type. Then, service quality

perceptions on a point of 1-7 to maintain consistency within scale points throughout the survey was asked followed by two negative word of mouth intention items equal to those in the previous studies. Upon rating their willingness to engage in negative intentions, they were also asked demographic and the attention check questions and were thanked for their participation.

### **Results**

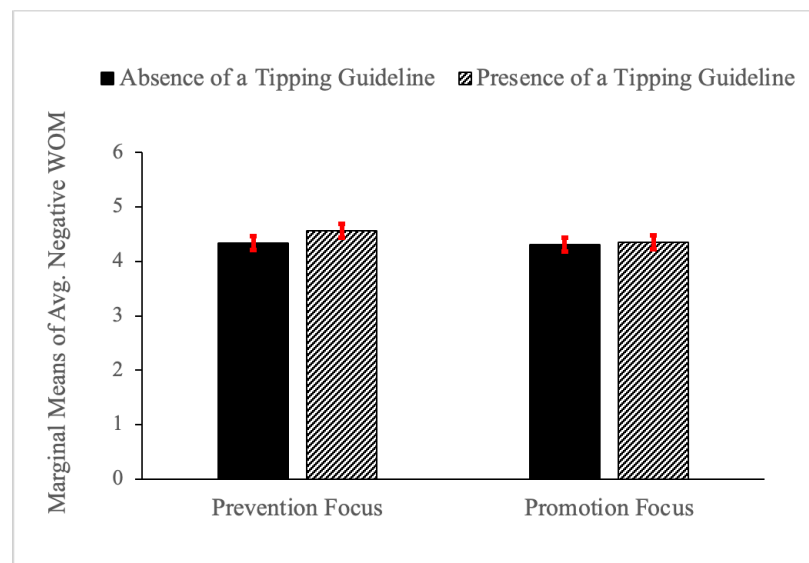
The induction of regulatory focus was successful,  $t(485.83) = 3.77, p < .001$ , the prevention group rated significantly higher (towards prevention attributes) ( $M = 2.99, SD = 1.59$ ) than the promotion group ( $M = 2.48, SD = 1.42$ ). In agreement with Study 2, both orientations, promotion ( $M = 2.18, SD = 1.16$ ) and prevention ( $M = 2.13, SD = 1.02$ ), perceived the service failure scenario similarly,  $t(494) = -.590, p = .555$ .



A 2x2 factorial ANOVA was conducted to examine the effect of regulatory focus orientations and presence of a guideline on tip sizes. This analysis exemplified that tip sizes had a marginally significant main effect of the presence (non-presence)

of a guideline,  $F(1, 492) = 2.73, p = .099$ . Participants who were presented bills with a tipping guideline left less tips ( $M = 9.05, SD = 5.58$ ) compared to those who were not exposed to a guideline ( $M = 9.89, SD = 5.64$ ). There was no significant main effect of regulatory focus orientation on tip sizes,  $F(1, 492) = 0.261, p = .610$ . Additionally, there was also no significant interaction of regulatory focus modes by presence (vs. absence) of a tipping guideline on tip sizes,  $F(1, 492) = 0.113, p = .737$ .

In regard to H2b, prevention focused individuals tipped in the same manner in the presence or absence of tipping guidelines,  $F(1, 492) = 1.959, p = .162$ . Prevention-oriented individuals in the condition with no guideline left larger tip sizes ( $M = 9.85$ ) than those who were exposed ( $M = 8.85$ ). Thus, hypotheses H2a and H2b were statistically not supported.



The analysis revealed that for negative intentions, there were no significant main effects of tipping guidelines,  $F(1, 492) = 1.05, p = .307$ , and regulatory focus orientations,  $F(1, 492) = 0.782, p = .377$ , on willingness to engage in negative word of mouth. There was also no detection of significant interaction effects of guidelines by

regulatory focus modes on negative word of mouth,  $F(1, 492) = 0.492, p = .483$ .

Lastly, there was a negative correlation with willingness to engage in negative intentions and tip sizes,  $r(494) = -.382, p < .001$  and a positive correlation with service quality and tip sizes,  $r(494) = .347, p < .001$ .

### ***Discussion***

The findings from this study illustrate preliminary patterns of H2a and H2b. Hypothesis 2a predicted that the presence of guidelines would affect the prevention focus group more than the promotion group, and while the results are directionally consistent with the hypothesis, the statistical test is not significant. The second hypothesis, H2b, argues that within the prevention focus group, there would be greater differences of tip sizes between presence (vs. absence) of tipping guidelines. This is slightly warranted as on average, those who were in the presence of guidelines tipped far lower ( $M = 8.85$ ) than those who were not presented guidelines ( $M = 9.85; \Delta = 1.0$ ). However, due to statistical non-significance H2b is not supported. This indicates that the varying pairs of regulatory focus modes and the presence versus absence of a tipping guide during the payment process does not have a relationship nor an effect on tip sizes in the context of service failure.

## General Discussion

The data suggests that despite directional results, the hypotheses cannot be supported as the results are not significant. Various reasons could explain why there was no statistical difference in tip size between promotion and prevention focused individuals. First, Hypothesis 1a predicted that prevention focused individuals will provide lower tips than promotion focused individuals when a service failure occurs. However, this hypothesis is not supported as there were no significant differences across orientation groups on tip sizes. Kirmani and Zhu (2007) found similar patterns between the orientation types with responses to negative intent. They detected that even with a presence of a salient manipulative intent, brand evaluations did not differ significantly between prevention and promotion groups. As the results from Study 2 also indicated no significant differences in service quality perceptions, there appears to be no explicit differences between the orientation groups to lead to differing tipping behaviors.

Hypothesis H2a predicted that the presence of a tipping guideline would result in prevention focused individuals to tip more than the promotion group. Contrary to the prediction, there appears to be a negative effect of a guideline on tip sizes for both orientations. Promotion-oriented individuals could have reacted negatively to a tipping guideline because of their reliance on affect and emotionality as a heuristic of judgment causing them to reduce their tip sizes in the presence of a guideline (Pham & Avnet, 2009). Particularly, the reliance on negative affect for promotion-oriented individuals could have led to overlooking factors that could have shielded tip sizes such as, social obligations or increased inclinations to adopt retaliative responses. In

addition to this negative state, the negative reaction could have been bolstered by incongruencies between a tipping guideline and promotion-oriented individuals' tendencies to employ globalized processing during judgment making (Förster & Higgins, 2005) as a guideline would fixate onto a particular tip size, creating a perception of obtrusion to this processing type.

Hypothesis H2b, predicted that in the presence (vs. absence) of a tipping guideline, there would be a positive effect on tip sizes for those under the prevention orientation. Yet this hypothesis was not supported and instead there was a negative, although non-significant, effect. This could happen because when information is perceived to be moderately salient in shrewdness or manipulateness, prevention-oriented individuals respond more with vigilance and negative evaluations (Kirmani & Zhu, 2007). Precisely, Kirmani and Zhu (2007) found that prevention-oriented individuals were more sensitive to an advertisement's manipulative intent particularly when ambiguous or moderately salient, leading to less positive brand evaluations compared to promotion orientations. The decreasing effect on tip sizes in the presence of a tipping guideline could indicate that they perceived a tipping guideline to be a deceitful persuasion and responded with skepticism and was discarded. To examine this indication further, future research could adopt using differing levels of tip percentages on guidelines to observe if lower percentages (e.g., 10%, 12% would be perceived less manipulative than higher (e.g., 15%, 18%).

Additionally, the presence of a tipping guideline could have induced the formation of regulatory fit for the prevention orientation. The concept of regulatory fit occurs when an individual's pursuit of a goal aligns with their regulatory focus

orientations (Higgins, 2000; Cesario et al., 2004; Avnet & Higgins, 2006; Aaker & Lee, 2006). Thus, when one's regulatory focus orientations are sustained through goal pursuits, a fit is experienced. Through regulatory fit such "feelings of right" and increase in confidence is engaged. Like regulatory focus orientations or mode, regulatory fits can also be induced, such as, providing the regulatory orientations to evaluate products based on information frames congruent with the regulatory focus mode (Pham & Avnet, 2004; Lee & Aaker, 2004), or instructing individuals to think about a gain (fit for promotion, non-fit for prevention) or a loss (fit for prevention, non-fit for promotion) when selecting an object (Higgins et al., 2003). Whilst regulatory fit leads to greater confidence it has also been observed to increase processing fluency (Vaughn et al., 2010; Lee & Aaker, 2004). Specifically, Vaughn et al. (2010) claims that individuals who are more confident in their negative perceptions of an information were less likely to be persuaded by it. As tipping guidelines have previously been examined to positively influence tip sizes, an indication of successful persuasion attempt, this supports the notion that for prevention-oriented individuals, who were experiencing regulatory fit through the presence of a tipping guideline would have not been persuaded by it, generating no differences in the presence (vs. absence) of a tipping guideline on tip sizes.

Out of the non-significant results mentioned above, there was however a marginal significance between the presence and non-presence of a guideline on tip sizes, where participants tipped lower in the presence (vs. absence) of guidelines. This result contradicts previous findings observed in Karniouchina and scholars (2008). They found that guidelines of calculative assistance were unsuccessful in increasing

tip sizes. Particularly, their findings indicated that there were no significant differences between the control and guideline conditions when service was poor. Hence, this paper contributes to the negative influence of a tipping guideline on tip sizes under service failure.

In relation to NWI, chronic promotion orientations were more likely to engage in negative WOM than prevention orientations contradicting previous studies that argued prevention orientations were more likely to engage when service was poor (Shin et al., 2013). Furthermore, the significant association of negative eWOM for only promotion orientations illustrate that engagement of eWOM is motivated differently across focus types whereas traditional WOM appears to be consistent. These results imply that there are differing effects on tip sizes and negative intentions between the two regulatory focus orientations, promotion vs. prevention, under service failure. Moreover, there is no significant influence from the presence (vs. absence) of a tipping guideline on NWI for promotion-oriented individuals. This could be due to attribute-based reasons of eWOM as it is more accessible (Huete-Alcocer, 2017) and perceived to be more destructive to a business (Jeong & Jang, 2011) than physical word of mouth which could signal greater retaliative behaviors from promotion orientations. Although there is a varying magnitude of engagement between conventional WOM and eWOM between regulatory focus groups, it can generally be inferred that the greater intent to engage in NWI, the more dissatisfaction or lower tip sizes is produced.

## ***Limitations***

It is critical to acknowledge that the comparison of findings across all three studies must be carried out with caution as measurements of regulatory focus vary. Study 3 indicated successful manipulation of regulatory focus modes, whereas Study 2 was unsuccessful. Study 2 utilized a writing task adopted from Yoon, Serial-Abi & Gurhan-Canli (2011) (as seen in Appendix B1) whereas Study 3 adopted a reading task adopted from Pham and Chang (2010) (as seen in Appendix C1). There are several explanations to account for Study 2's failure to establish validity of the manipulation: (1) nature of task, the instructions of the task involved participants to write two paragraphs each in separate occasions which could have resulted in disinclination from online survey takers, and (2) lack of cognitive effort, some participants may not have been comfortable or motivated enough to attentively follow the writing task. Upon the review of respondents' qualitative responses to the manipulation task, there were often replications for past and present goals, listings of goals with no further elaboration and generic goals such as, "I want money...".

Furthermore, for Study 3, the presentation the tipping guideline consisted of one guide (15%), which could have elicited greater psychological reactance than a presentation of a range (Strohmetz & Rind 2001). A single tip suggestion could be considered as a choice deprivation compared to a variety which suggests greater choice alternatives, resulting in both orientations to potentially respond with greater criticism (Reutskaja et al., 2021; Reibstein et al., 1975). Instead, if a range of guidelines (e.g., 10%, 13% & 15%) is presented, this may lessen the threat to their perceived loss of freedom experienced when a singular guideline is presented. Thus,

without or reduced reactance, guideline ranges could enable prevention-oriented individuals to adhere to the suggested guidelines more than promotion-oriented individuals due to their norm conformity tendencies despite negative service. In addition to this limitation the design of all experiments was conducted online and fictitious, undermining the ecological validity of the results.

Finally, this research did not attempt to examine processing variables that can help investigate mechanisms explaining how the relationship between regulatory focus orientations on tipping behavior and negative intentions take place. For example, it is possible that an assessment of mechanisms would have found different motivations to tip, but those different motivations could lead to similar tipping outcomes. Future research is needed to understand more why the results were not significant.

### ***Future Implications***

To broaden the scope of examinations with regulatory focus orientations and tipping guidelines on tip sizes and negative intent, further investigation with diversified scenario context is suggested. Examining the effects in an excellent or positive service quality could yield greater positive effects for promotion orientations. Indeed, the literature suggests that promotion focused individuals place greater importance on subjective emotions to develop judgements (Pham & Avnet, 2004). Thus, this could illustrate whether positive service experience leads to intensified persuasion and affect cues from guidelines for promotion orientations. On the other hand, the consequences of positive service could yield similar effects on both orientations as regulatory success could either influence both groups to feel less

motivation to sustain their orientation types as a goal is achieved or trigger greater incentives from both groups to maintain the regulatory states due to increased regulatory strength.

Furthermore, recent studies show that there are differing effects on information processing (Xiong et al., 2020) and purchasing impulsivity (Krishna et al., 2021) between chronic and situational regulatory focus orientations. Although this study did not observe the interplay between chronic and situational regulation approaches in the context of tipping behaviors, taking the two varying measures could assist in implementing real-life practices of the findings. Thus, measuring chronic orientations before the manipulated induction could allow comparisons of whether a match or mismatch between the chronic and manipulated induction led to any differences in behavioral outcomes in the presence (vs. non-presence) of a tip guideline. Further evaluations between chronic and situational orientations have indicated that there is an interaction effect (Keller & Bless, 2006; Tugut et al., 2011; Xiong et al., 2020) which could extend the comprehension of how to adopt theoretically based observations in practice. It is integral to consider that incongruent behavioral outcomes may be explained by the way regulatory orientations are measured.

Several managerial implications are relevant to the findings of this study. First, there appears to be a pattern of negative effect on tip sizes when a tipping guideline is presented. This may conceal the degree to which a tipping guideline or the actual service performance affected tip sizes, leading to inaccurate evaluations of service performance. Moreover, because extant literature had indicated that tipping guidelines can positively affect tip sizes increasing the inclination for management to employ tip

guidelines to increase tip sizes (Seiter et al., 2011; Karniouchina et al., 2008). However, the results of this study indicate that the effect is unwarranted particularly upon negative experiences. Hence, it is critical to consider service quality perceptions of customers when administering a gratuity guideline on bills. Moreover, the significant relationship between tip sizes and negative WOM signals that tip sizes may not only indicate service performance but also negative post-consumption intents from diners.

## **Conclusion**

The usage of guidelines has become prevalent in the tipping processes. Whether it has been used to increase tip sizes, facilitate decision making times, or merely as a calculative assistance, various extraneous factors affect the relationship between guidelines and tip sizes. However, the inherent motivational processes amongst diners' reactance to guidelines and tip sizes have not been profoundly investigated. Particularly, as tip sizes are negatively affected by service failure, this paper explored the behavioral consequences of regulatory failure on negative word of mouth. The examination of the moderating role in tipping guidelines illustrates only directions in the results: upon service failure, the presence (vs. absence) of a tipping guideline has a negative influence on tip sizes for both orientation groups and increased willingness to engage in negative word of mouth than the promotion group. These directional patterns give us preliminary indications that the presence of tip guidelines affects each regulatory mode with different magnitudes. Notably, these results suggest that the consequence of an equivalently perceived service experience

does not necessarily ensure similar effects of negativity between orientation groups when tipping guidelines are offered. To clarify the obscurity of whether the single guideline choice was responded with psychological reactance, presenting a range of guides or tipping percentage suggestions could help improve observations of norm compliant behaviors. As offering a variety of choices or suggestions can be perceived with less dictatorial tones and more a suggestion with broader choice sets.

Additionally, the variety of choices could also provide intervals in which what percentage boundaries the orientation type may perceive to be unfavorable compared to what would be an acceptable or persuasive range. Hence, future implications for adopting the presentation of guideline ranges would be a valuable contribution and confirmation of this paper's remarks.

In sum, this paper attempted to examine the moderating relationship of regulatory focus orientations and tipping guidelines. Whilst further methodological development and greater theoretical explorations should be explored, the studies of this paper give important insight on the effect of RF orientations on tipping sizes.

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# Appendix A

## Study 1 Materials

### Appendix A1

18 item General Regulatory Focus Measure adopted from Lockwood & Kunda, (2002)

1.	In general I am focused on preventing negative events in my life.
2.	I often imagine myself experiencing good things that I hope will happen to me.
3.	I frequently imagine how I will achieve my hopes and aspirations.
4.	I often think about the person I am afraid I might become in the future.
5.	I often think about the person I would ideally like to be in the future.
6.	I often worry that I will fail to accomplish my life goals.
*	Please select 9 very true of me.
7.	I often think about how I will achieve success.
8.	I frequently think about how I can prevent failures in my life.
9.	I typically focus on the success I hope to achieve in the future.
10.	I am more oriented toward preventing losses than I am toward achieving gains.
11.	I see myself as someone who is primarily striving to become the self I “ought” to be - to fulfill my duties, responsibilities, and obligations.
12.	My major goal in life right now is to avoid becoming a failure.
*	Please select 1 not at all true of me.
13.	I see myself as someone who is primarily striving to reach my “ideal self” - to fulfill my hopes, wishes, and aspirations.
14.	In general, I am focused on achieving positive outcomes in my life.
15.	I often imagine myself experiencing bad things that I fear might happen to me.
16.	My major goal in life right now is to achieve my ambitions.
17.	I am anxious that I will fall short of my responsibilities and obligations.
18.	Overall, I am more oriented toward achieving success than preventing failure.

## Appendix A2

Service Failure Scenario adopted from Karniouchina, Mishra and Verma (2008)

Please read the following scenario carefully before proceeding:

You and your friend have decided to check out a new restaurant in town. When you get into the restaurant the staff seem inattentive. After two unsuccessful attempts at getting someone's attention, the host tells you to follow her without extending an apology for the wait. The host takes you to your table and says the server will be with you shortly.

You wait for the server while looking at the way the staff moves in and out of the kitchen and ponder the fact that your table is too close to the bathrooms and the kitchen. After around 10 minutes the server arrives and asks what you want to drink. You ask if you could switch tables, but the server tells you that you are out of luck, since they are busy, and it will take a while to clear the other tables.

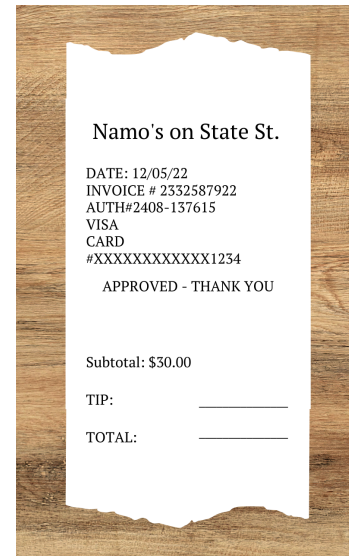
When ordering, your friend has a couple of questions about a menu item. The server doesn't seem to know the menu items very well and answers your friend's questions incompetently. Your friend decides to go with a generic option to avoid further confusion. The waiter takes your order as well and leaves, only to come back several minutes later to tell you that the item you have selected was not available. Hence, you go with the same option your friend selected and wait for your food to arrive. When your food arrives, you find it satisfactory, but by the time it makes it to your table, it is lukewarm.

## Appendix A3

### Presentation of the bill's script and image

When you finish your meal, you ask for the check/bill and the server brings it to you few minutes later. In accordance with what you ordered for yourself, you and your friend each get your own bills. Your bill's total comes to \$30.00.

Your friend goes to the bathroom, whilst you decide to pay with your card. The check is processed on the card reader, the server gives you the following receipt and steps away to clean up a neighboring table.



## Appendix A4

### Attention check (bill size)

1.	<b>From the scenario you read earlier, what was your total check/bill total?</b> <i>(tip not included)</i>
	<input type="radio"/> \$20.00 <input type="radio"/> \$30.00 <input type="radio"/> \$25.00 <input type="radio"/> \$13.00

# Appendix B

## Study 2 Materials

### Appendix B1

Regulatory Focus Induction adopted from Yoon et al. (2011)

<b>Writing task for promotion</b>	<b>Writing task for prevention</b>
Please take a moment to think about your <u>past</u> hopes, aspirations and dreams. Then, please write a short paragraph below about <u>two</u> of these past hopes, aspirations and dreams.	Please take a moment to think about your <u>past</u> duties, obligations and responsibilities. Then, please write a short paragraph below about <u>two</u> of these past duties, obligations and responsibilities.
Now, please take a moment to think about your <u>current</u> hopes, aspirations and dreams. Then, please write a short paragraph below about <u>two</u> of these current hopes, aspirations and dreams.	Now, please take a moment to think about your <u>current</u> duties, obligations and responsibilities. Then, please write a short paragraph below about <u>two</u> of these current duties, obligations and responsibilities.

## Appendix B2

Manipulation checks for Regulatory Focus Induction adopted from Yoon et al. (2011)

<b>1.</b>	<b>Please indicate for each question below the extent to which you would prefer to:</b>				
	Do what is right.				Do whatever I want.
	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

<b>2.</b>	Take a trip around the world.				Pay back my loans.
	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

<b>3.</b>	Do whatever it takes for me to keep my promises.				Go wherever my heart takes me.
	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>

# Appendix C

## Study 3 Materials

### Appendix C1

Regulatory Focus Induction adopted from Pham and Chang (2010)

Reading task for promotion	Reading task for prevention
<p>Imagine that after a few years of hard work at a company, you receive a phone call from your boss informing you of good news. You are getting a promotion that puts you on track toward your dream career- a job that you have aspired to for years. This is the job you have always dreamed of ever since you were a child. In addition to the potential for developing a successful career, this is a job you know you will really enjoy doing. It offers many opportunities to travel abroad, which fulfill your hope to experience new and exciting things.</p> <p>The job also includes perks you did not have before, such as a free membership in a new local health club, as you hope to stay energetic and fit. At the same time, it provides opportunities for personal growth and gains. Since the company offers good vacation days per year, you will still be able to spend time on things you really wanted to achieve or obtain in your personal life. You are excited to move on to the next phase of your life.</p> <p>Later that day, you have decided to take a few of your closest relatives to an exciting French restaurant to enjoy a good dining experience and to celebrate your promotion.</p>	<p>Imagine that after a few years of hard work at a company, you receive a phone call from your boss informing you of good news. You are getting a promotion that you feel you cannot refuse – this is a promotion you know you needed. This is the job your parents always thought you should do ever since you were a child. In addition to your parents' expectation that you ought to have a stable job, this promotion offers a job you know you will feel secure and comfortable in doing. You need to be financially responsible to support yourself and you will no longer be in financial distress.</p> <p>The job also provides comprehensive medical insurance, as you may need it at times. At the same time, the stability of this new job allows you to pay back your tuition loans and credit card bills. Since the company offers good vacation days per year, you will still be able to spend time on duties and obligations in your personal life. You are ready to move on to the next phase of your life.</p> <p>Later that day, you have decided to take a few of your closest relatives to a serious French restaurant, to prevent a bad dining experience and to thank your relatives for their consistent support and encouragement.</p>

## Appendix C2

Manipulation checks for Regulatory Focus Induction adopted from Pham and Chang (2010)

<b>1.</b>	<b>Please indicate for each question below the extent to which you would desire:</b>						
	I would like a dining experience that delights me.						I would like a dining experience that does not disappoint me.
	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>

<b>2.</b>	<b>Please indicate for each question below the extent to which you would prefer to:</b>						
	I would prefer experiencing a dinner that I really want.						I would prefer experiencing a dinner that is good for me.
	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>	5 <input type="radio"/>	6 <input type="radio"/>	7 <input type="radio"/>

### Appendix C3

Updated Service Failure Scenario adopted from Karniouchina et al. (2008)

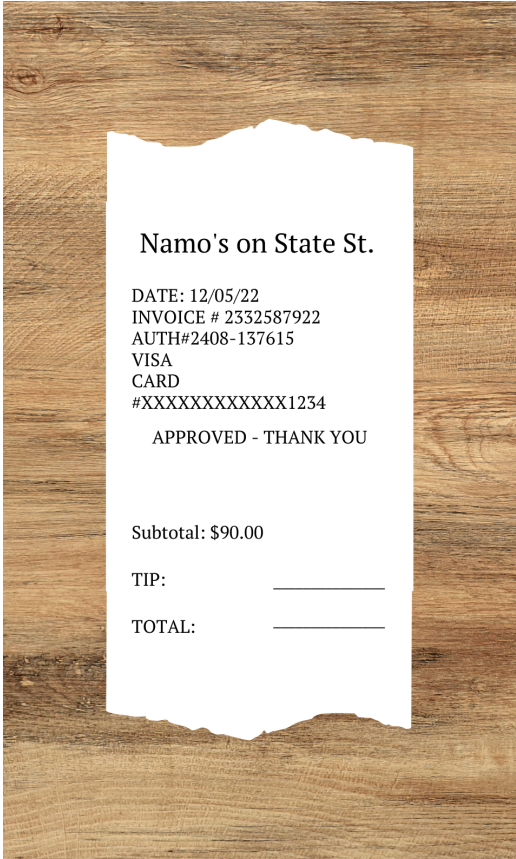
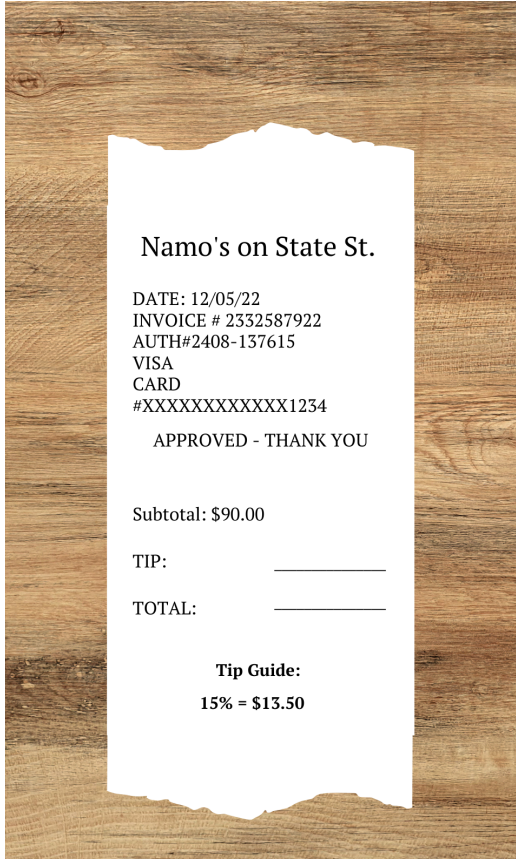
When you get into the restaurant the staff seem inattentive. After two unsuccessful attempts at getting someone's attention, the host tells you to follow her without extending an apology for the wait. The host takes you to your table and says the server will be with you shortly.

You wait for the server while looking at the way the staff moves in and out of the kitchen and ponder the fact that your table is too close to the bathrooms and the kitchen. After around 10 minutes the server arrives and asks what you want to drink. You ask if you could switch tables, but the server tells you that you are out of luck, since they are busy, and it will take a while to clear the other tables.

When ordering, one of your relatives has a couple of questions about a menu item. The server doesn't seem to know the menu items very well and answers the questions incompetently. You decide to go with a generic option to avoid further confusion. The waiter takes your order as well and leaves, only to come back several minutes later to tell you that the item you have selected was not available. Hence, you go with the same option your relatives selected and wait for your food to arrive. When your food arrives, you find it satisfactory, but by the time it makes it to your table, it is lukewarm.

## Appendix C4

### Presentation of bills in guideline vs. no guideline conditions

Cont. Scenario	
Control Condition	Guideline Condition
 <p>Namo's on State St.</p> <p>DATE: 12/05/22 INVOICE # 2332587922 AUTH#2408-137615 VISA CARD #XXXXXXXXXXXX1234</p> <p>APPROVED - THANK YOU</p> <p>Subtotal: \$90.00</p> <p>TIP: _____</p> <p>TOTAL: _____</p>	 <p>Namo's on State St.</p> <p>DATE: 12/05/22 INVOICE # 2332587922 AUTH#2408-137615 VISA CARD #XXXXXXXXXXXX1234</p> <p>APPROVED - THANK YOU</p> <p>Subtotal: \$90.00</p> <p>TIP: _____</p> <p>TOTAL: _____</p> <p><b>Tip Guide:</b> <b>15% = \$13.50</b></p>