

Constructing Regression Model for Innovative Leadership Values with Regulatory Focus Theory

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Abstract

With the increasing attention towards innovative leadership, the inner world of leaders becomes a more interesting area than ever, especially their impact on the success of innovation. This study adopts the theory of consumption values (Sheth, Newman, & Gross, 1991) and the Chronic Regulatory Focus theory into the innovation management to explain how leaders decide to support novel ideas and projects. The operationalisation of this theory within the perspective of leadership and innovation would not only guide organisations for investing in innovation objectively but also; this orientation would enrich the leadership literature. Therefore, this paper aims to define the leadership's values as an antecedent and formulate them within the regression model. This study and its suggested regression model can be facilitated to explain Leader's behaviour for the treasure hunter who would like to mine the gold from innovation and creativity.

Keywords: *Chronic Regulatory Focus, Theory of Consumption Value (TCV), Leadership, Perception, Exploration, Replacement, Exploitation, Improvement, Innovation, Innovative Leadership.*

Düzenleyici Odak Kuramı ve Yenilikçi Liderlik Deđerleri İin Regresyon Modeli Oluřturma

Öz

Yenilikçi liderliğe artan ilgiyle birlikte, liderlerin özellikle yeniliđin başarısı üzerindeki etkileri akademisyenlerin ilgi alanına girmiş ve liderlerin bireysel deđerleri ve iç dünyaları her zamankinden daha fazla ilgi alanı haline gelmiştir. Bu alıřma, liderlerin yeni fikirleri ve yenilikilik projelerini desteklemeye nasıl karar verdiđini aıklamak için yenilikilik yönetimini, Tüketim Deđerleri (Sheth, Newman ve Gross, 1991) ve Kronik Uyum Odak teorilerine uyarlamıştır. Bu teorinin liderlik ve yenilikilik perspektifinde operasyonel hale getirilmesi, organizasyonlara yenilikiliđe objektif olarak yatırım yapmalarına rehberlik etmekle kalmayacak, aynı zamanda bu yönelim liderlik literatürünü zenginleřtirecektir. Bu nedenle, bu makale liderliğın deđerlerini bir öncül olarak tanımlamayı ve onları bir regresyon modeli içinde formüle etmiştir. Bu alıřma, liderlerin davranışlarını aıklamayı kolaylařtırıp yenilik ve yaratıcılıktan faydalanmak isteyen hazine avcılarını için bir fırsat oluřturacaktır.

Anahtar Kelimeler: *Kronik Uyum Odaklanması, Tüketim Deđerleri Teorisi, Liderlik Perspektifi, Yenilikçi Keřifleri, Yenilikilik, Yenilikçi Liderlik.*

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1. Introduction

Innovation is often accepted as essential for the firm's survival. While the holistic innovation approach accepts innovation as a process that starts with creativity and front-end innovation activities and finalises with assessing the feasibility or compatibility of this new idea, the new idea could be surfaced in three different forms are called (Eisenhardt et al., 2000) Replacement, Transformation, and Improvement. Whilst Eisenhardt et al.'s did not explain how leaders select which one of these three, the path of selection is linked to Exploration, Exploitation and Ambidexterity (Simsek et al., 2009). The complexity of choosing the correct path of innovation and making selections among innovative and creative ideas are why researchers are driven into the investigation leader's internal world and display them with the regression model at the individual level.

The literature indicated that Leaders must be fulfilled or backed up various perspectives for innovational success. However, the leadership models do not specify how leaders evaluate, for example, evaluating the benefit and cost of innovation. On the one hand, numerous studies indicated that leaders' values are associated with their effectiveness and behaviours (Kark and Van Dijk, 2007 referenced Thomas, Dickson & Bliese, 2001). Therefore, the theory of consumption value is implemented within the current study of leadership and innovation. It is not the end of the story; the supporting and backing up innovation would be too simplistic to describe the leader's behaviour that describing the leader's decision is as complex as innovation's success. Hence, leadership innovation decision is called a risky investment.

On the other hand, Kark and Van Dijk (2007), Tuncdogan et al. (2015) and Li et al. (2015) implemented "Chronic Regulatory Focus" (Wu et al., 2008) into leadership perspectives. The Regulatory starts with an individual who (leaders in our study) *"may give more attention and commitment onto and based on information and evaluation of the product (information and evaluation innovative and creative ideas in our study) if they are fit into individual's regulatory concerns."* (Wang et al. 2006). The regulatory fit is a continuous comparison of knowledge or evaluation driven by comparison whether it has been fit or non-fit. This notion is more heuristic than a systematic process of knowledge (Ibid).

As innovation must be supported by organisational leaders, numerous management studies attempt to investigate Leadership feature and Replacement, Improvement, Transformation, Exploration, Exploitation and Ambidexterity on a different level (Gupta et al., 2006; Jansen et al., 2008; Lavie et al., 2010; Raisch, 2008). Of these studies to today, the antecedent of organisational exploration and exploitation with focusing on leadership styles (Li et al., 2018), creativity (Li et al., 2015) have not placed sufficient concentrate on the psychological (Tuncdogan et al., 2015) and sociological antecedents of leaders. With supplying this gap throughout the innovation literature, there are several research opportunities for academics who may not only construct several methods from SEM modelling, scale building to creating parametric socio-behavioural model but also expand the area into describing the leaders' choice behaviour.

There are two contributions to this paper. The first contribution is adapting the model of Consumption Values (Sheth, Newman, & Gross, 1991) as antecedents of regulatory focus. Although the regulatory foci and leadership were studied by Tuncdogan et al. in 2015. The current study includes the perspective of the value in the area of innovative-leader. Moreover, Sheth et

al.'s consumption focus study has a prolific impact on its relevant literature; it has been cited over 6,000 at only google scholar and web of science.

On many occasions, it is assertive that the failure of innovation and creativity is caused by the lack of appropriate leadership support or management's follow up. While it is being debated in leadership board as a company's lifeblood, throwing all the R&D funds or resources into innovation, there is a huge gap that academia should initiate a stream of research about how leaders select or why they support the option innovation and creative ideas. Although we are agreed with the idea that the leadership skill and factors could be the main driver of decision about innovation, it is still necessary to take into consideration of antecedents such as 'risk', 'fail', 'ambition', 'conflict avoidance', 'prosocial/competitive' and 'learned experiences' within values theory (TCV) for describing each parameter and factors. Moreover, the leaders are the persons who are responsible for designing, changing, or re-creating the organisational habitat.

Therefore, Sheth et al.'s study title manipulated as a research question of this study. 'Why leaders support creativity and innovation what they support'.

TCV focused studies, have been postulated that according to Sheth et al.'s TCV is comprised of five values with various approaches from hedonic to utilitarian. Although TCV is used in various areas and was sourced from multidisciplinary (economics, marketing, sociology, psychology) perspectives (Ceyda, 2021), the leadership of innovation studies have insufficient interest in constructing TCV. Hence, this study accepts a link between TCV and innovative-leadership values (ILV).

The second contribution of this paper is evaluating the model parameters to demarcate ILV with leader's regulatory focus, and the selection of innovation path is manipulated among Replacement-Improvement. Therefore, we develop propositions that would make distinct the innovation paths with various ILV's. Thereby, the researchers provide a theoretical construct for future studies to expand the theory of values among different relations and new variables. After completing new findings and insights, we will discuss the current study's further contributions again.

Thus, there is a requirement for a more detailed examination of leadership values. The current study is based on the regulatory focus and TCV discussed in the literature review section.

2. Literature Review

2.1. Regulatory Focus

Wang et al. (2006) and Tuncdogan and his friends (2015) point out that the "Regulatory Concept" application is used to explain a wide range of phenomena, such as eating habits, responses to anti-smoking campaigns, and tendencies toward some psychological disorders. Within the management subfields, strategic management and marketing have embraced this construct; the vast majority of regulatory focus articles have been published on this subject. This construct has also been applied to the fields of finance and economics, especially because of its relevance to risk-attitude and managerial perspective is to task performance (Tuncdogan et al.,2015). In the

strategic management literature, the construct is very new, although the academic interest is strong. For example, it has been applied this construct to corporate alliances (Ibid).

The theoretical framework of a leader's regulatory foci has two edges-prevention and promotion: while prevention associates with Improvement, promotion connects with Replacement. Intuitively, while a live organism might choose or engage in behaviour that helps promote or gain (Mata, Wilke, & Czienskowski, 2013), it must prevent or avoid from loose or treat (Figure 1). This illustration is not only based on Theoretical Framework but also similar to the concept of regulatory focus. However, the regulatory emphasis is motivated by a need that would adapt for economic survival (Friedman & Förster, 2001), precisely the same purpose could be implemented in any field. However, on the side of the spectrum, change and promotion is a desire for exploration. On the other side stability and Prevention is existed. The prevention and promotion notions are used because of a need for survival that reflects in the form of exploration and exploitation activities (March, 1991), respectively Replacement and Improvement. The survival may require a justification that it may reflect on a different level between Hedonic and Utilitarian.

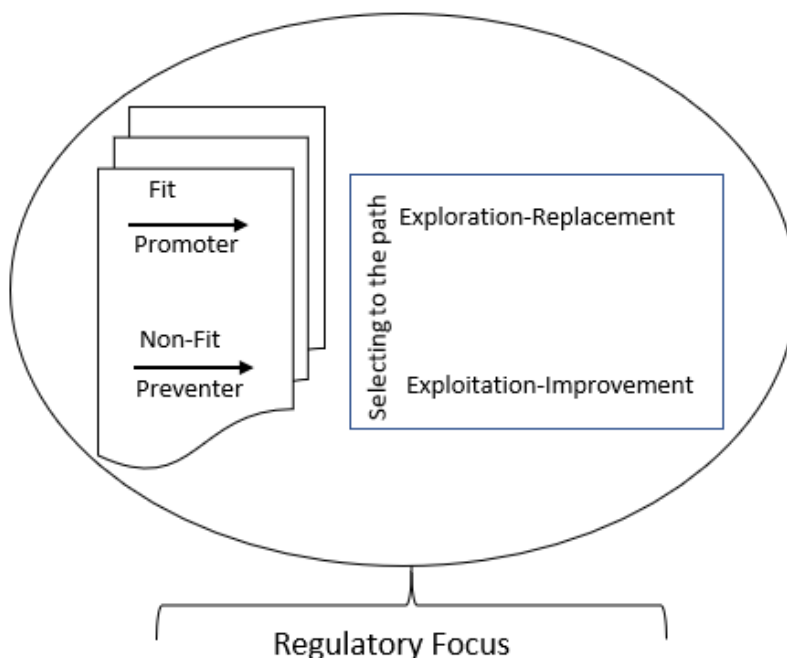


Figure 1 Promoter and Preventer at Selection Path within Regulatory Focus

2.2. Leadership Model and Regulatory Focus

The decision making among alternatives could be described with the theory of leader's values. Blanchard Situational Leadership Model (Hersey and Blanchard, 1969) is prominent in leadership literature; Leaders could choose one of the points between supportive behaviour and directive behaviour to implement the optimal solution (Berlyne, 1960 and 1970). While the delegating or supporting orientation may suit the employee who pledged at his skills and experiences, the coaching and directing orientation is more fitting with novice employee who is less experienced. This notion is a detailed version of 'Chronic Regulatory Focus' because the situational leader reflects her attitude corresponding to each case to survive and continue. We accepted that leaders

choose one of the innovation paths; although they might have similar experiences previously at innovation paths, there is still a need for examination on leader's inner world and values.

Moreover, we named them the innovative leadership values in the next section. Lastly, they are expected to tackle problems according to the challenge they have confronted. Thereby, the study investigates the new approach that would be more compatible with the path of leadership-innovation focus.

While exploitation and exploration could be applied for explaining and guessing the leaders' action (Tuncdogan, Van Den Bosch, & Volberda, 2015; Schultz, Schreyoegg, & von Reitzenstein, 2013) at innovation concept, furthermore, the ambidexterity is constructed on predicting partly the using of each side of exploitation and exploration as the hybrid path. The term of the path of innovation is called Exploration, Ambidexterity, and Exploitation. This trio is (Table 1) in line with Replacement, Transformation, and Improvement (Eisenhardt et al., 2000), respectively. As both Ambidexterity and Transformation are placed at the transition area, they have excluded in Table 1 and further discussion.

While exploration which could be connected with Replacement as both activities may discover novel business models, products or solutions (Tuncdogan, Van Den Bosch, & Volberda, 2015), exploitation might have a link to the Improvement because they are more focus on strengthening regular operations or product lines without any significant change. The perpetuation of new ideas and innovation is an important deal for organisations to cope with economic and market change. Therefore, the leaders must respond to these shifts the way Replacement (exploration) and Improvement (exploitation). However, the Leaders' value proposition and the tendency to find Replacement and Improvement would be manifested in a wide range according to the individual's capacity (Griffin & Guez, 2014). This notion is in line with supporting innovation/creativity and ultimately solve problems.

Table 1 A comparison Matrix of Two-Trios to Respond change

	Exploitation, Exploration	Replacement, Improvement
Change and Type Action	Exploitation looks for stability, Exploration pursues novel solutions and change.	Improvement; Modify the existing capabilities, Replacement; Acquiring or discarding existing capabilities.
Process, Duration	Exploitation requires to search short term solutions, Exploration focus is on long term targets.	Improvement; Continuous incremental solutions Replacement is a drastic change that could be because of immediate need.

To reiterate that the construct yet has been comprehensively linked with the "emerging of innovation" related to Replacement-Improvement literature at the individual level. This construct (Figure 3) combines the regulatory focus and Innovative-Leader Values (ILV) with a recent study frame from Tuncdogan, Van Den Bosch, & Volberda (2015). Their multivariate regression model

for Promotion and Prevention are suggested to explain the main driver of selection of innovation path (Ibid).

$$\text{Replacement} = b_0 + b_1 * \text{Promotion} + b_2 * \text{Prevention} + \text{Controls} + e$$

$$\text{Improvement} = g_0 + g_1 * \text{Promotion} + g_2 * \text{Prevention} + \text{Controls} + u$$

This model shows that Regulatory elements of the Promotion and Prevention might have partly corporate each other. Therefore, $b_1 > 0$, $b_1 > b_2$ and $g_2 > 0$, $g_2 > g_1$. Ultimately, It does not formulate that the promotion is mutually exclusive for the Replacement, nor the Prevention is only applying for Improvement. However, the value b_1 must be bigger than b_2 in the case of Replacement. It is vice versa for Improvement (Tundogan et al., 2015).

2.3. Theory of Values

The Theory of Consumption Values is originally designed about "buy or not buy" for consumption (Sheth, Newman, & Gross, 1991). However, the researchers implemented the innovation-leadership values (ILV's), this notion about "support the innovative idea or not" from leaders' perspective. Due to a need for organisational change, leaders should consider the choice of a replacement, transformation, or Improvement. These are the paths for innovation. Moreover, there are their axiomatic suggestions are derived from Sheth's et al. as follow;

1. The value of choice is a product of the multiply values combination,
2. Accumulation of ILV's make a differential contribution in any given choice situation,
3. Five of ILV's are independent but may facilitate each other.

In order to manipulate these axiomatic suggestions within the model, the calculation of the multiply values combination could be assigned to an optimal value. This calculation is left for further studies related to the Innovative Leadership Values (ILV). ILV could be classified into five subheadings: Functional Value, Conditional Value, Social Value, Emotional Value and Epistemic Value (Figure 2).

2.3.1. Functional Innovative Leadership Value

The functional ILV is related to measuring the profile of choices. If leaders have a high functional perception, they are expected to focus on that particular innovation and the creative process. The leader's functional value perception is about physical performance, utilitarianism, and whether utilising cultural landscape is worth doing (Stigler, 1950) within the organisation or whether innovative ideas or creative thinking must be encouraged. However, novel ideas could be failed throughout the innovation process, such as prototyping or implementation. Thereby, throughout the alternatives, the most salient functional or utilitarian options would be appealing for leaders. Ratner and Herbest pointed out that the failure would build more cognitive and functional values (2005). For example, if the failed innovation project is similar or has a similar cue with a new path of innovation, Nelson, Malkoc and Shiv pointed out that the high functional values may boost the self-protection feelings (2018). Therefore, although they are expected to be more self-protective, which is in line with prevention foci, the leader would spend more internal resources on the Improvement activities to search for new novel ideas. Whereas their promotion foci are expected to be weaker. Hence, the regression models,

$$\text{Replacement} = b_0 + b_{1_{\text{FunctionalValue}}} * \text{Promotion} + b_{2_{\text{FunctionalValue}}} * \text{Prevention} + \text{Controls} + e$$

$$\text{Improvement} = g_0 + g_{1_{\text{FunctionalValue}}} * \text{Promotion} + g_{2_{\text{FunctionalValue}}} * \text{Prevention} + \text{Controls} + u$$

We posited that; $b1_{FunctionalValueHigh} > b1_{FunctionalValueLow}$ and $g2_{FunctionalValueHigh} < g2_{FunctionalValueLow}$

Proposition 1a (1a); Functional Value moderates the relationship between a leader's Promotion focus and Replacement activities such that when high (or low) Functional Value has existed, the relationship between leader's Promotion focus and Replacement will be stronger (or weaker).

Proposition 1b (1b); Functional Value moderates the relationship between leader's Prevention focus and Improvement activities such that when high (or low) Functional Value has existed, the relationship between leader's Promotion focus and Replacement will be weaker (or stronger).

2.3.2. Social Innovative Leadership Value

Social ILV is about the selection of social profile as an image or gaining statute. While the perception of social value is associated with socioeconomic, stereotype demographic, cultural, ethnic groups, the framework of Social Value Theory (SVT) (McClintock and Van Avermaet, 1982) represents eight different points in Figure 2. We manipulate two points of these scales, namely prosociality and competitiveness; the competitive perspective corresponds to the low social values as the focus relies on a leader's own payoff, whereas prosocial orientation could be considered a high social value in which leaders aim to increase relative payoffs for all organisational benefit.

The highly visible innovative ideas would add more symbolic, imagery or conspicuous features. Therefore, the visibility might be excess functional values due to being a member of a group or peer reputation. Thereby, Roger pointed out that the feeling of being an opinion leader would have similar to visibility (1962) that the Social ILV could boost for selecting the particular options.

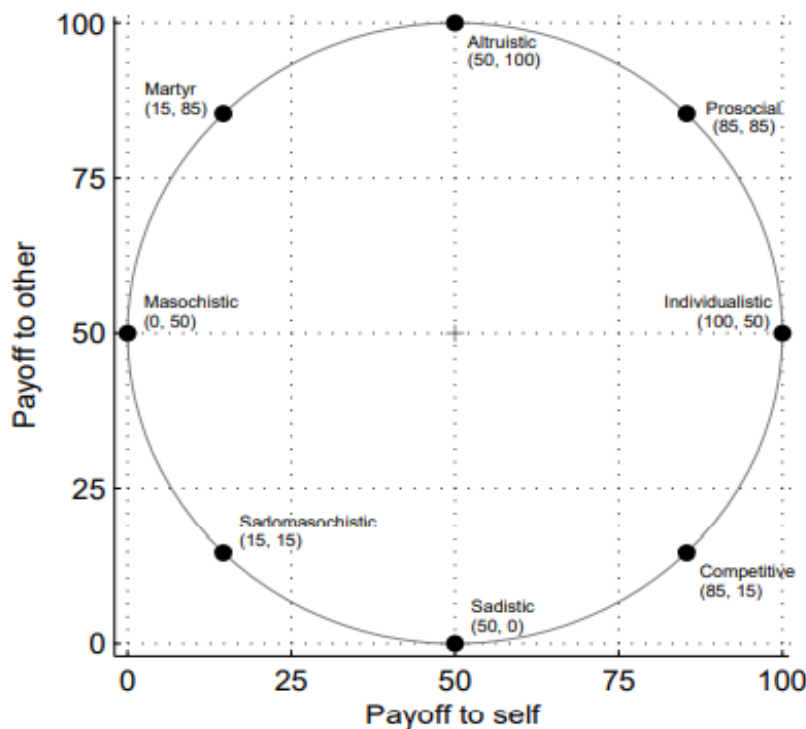


Figure 2 Social Value Framework

In order to adjust the innovative leadership perspective, we reiterate that Replacement requires more resources and energy. In other words, the visibility of the innovation path could boost leader's prosocial orientations (high social value), whereas the less reputable path may divert leaders to choose a competitive perspective (low social values). Therefore, returning the model

$$\text{Replacement} = b_0 + b_1_{\text{SocialValue}} * \text{Promotion} + b_2_{\text{SocialValue}} * \text{Prevention} + \text{Controls} + e$$

$$\text{Improvement} = g_0 + g_1_{\text{SocialValue}} * \text{Promotion} + g_2_{\text{SocialValue}} * \text{Prevention} + \text{Controls} + u$$

We postulate that $b_1_{\text{SocialValueHigh}} > b_1_{\text{SocialValueLow}}$ and $g_2_{\text{SocialValueHigh}} > g_2_{\text{SocialValueLow}}$

Propositon2a (2a); The level of Leader's Social Value moderates the relation between their promotion focus and the similar path of innovation at Replacement that when the leader has the high (or low) level of social, the association of promotion foci and Replacement will be stronger (or weaker).

Propositon2b (2b); The level of Leader's Social Value moderates the relation between their prevention focus and the similar path of innovation at Improvement that when the leader has the high (or low) level of Social, the association of promotion foci and Improvement will be stronger (or weaker).

2.3.3. Emotional Innovative Leadership Value

The direction of emotional values is discussed by Dichter (1947) according to noncognitive and unconscious motives that leaders' motivation would be driven by. The previous experiences would create the inclination of selecting those types of innovative alternatives. The result of the task related to the innovation can be a failure. The failure of tasks with the potential advantage of emotions over cognitive values is investigated by Nelson, Malkoc and Shiv (2018). The high emotional focus might be proof that it helps individuals to learn-Emotional Learning (Damasio, 1994). Their study confirms that the individuals who have the negative experiences of emotions are more motivated, studious, and willing to take corrective action if participants are requested to conduct similar or partly resembled tasks. This notion is parallel with Emotional Learning (Damasio, 1994). The prior failure may be caused to act for searching good choices (Ratner and Herbst, 2005). As a result, when the leader has high Emotional value after having failed at innovation path, Nelson, Malkoc and Shiv pointed out that the successful execution of the task is highly likely (2018). We manipulate the term "task" with Innovation Path of Improvement and Replacement. Hence, the high emotional values may moderate the innovation path of Improvement and Replacement. As a result of the good searching choices, these circumstances prompt leaders to engage more. Whereas the low emotional value creates opposite moderation. Hence, the regression model is;

$$\text{Replacement} = b_0 + b_1_{\text{EmotionalValue}} * \text{Promotion} + b_2_{\text{EmotionalValue}} * \text{Prevention} + \text{Controls} + e$$

$$\text{Improvement} = g_0 + g_1_{\text{EmotionalValue}} * \text{Promotion} + g_2_{\text{EmotionalValue}} * \text{Prevention} + \text{Controls} + u$$

We postulate that $b_1_{\text{EmotionalValueHigh}} > b_1_{\text{EmotionalValueLow}}$ and $g_2_{\text{EmotionalValueHigh}} > g_2_{\text{EmotionalValueLow}}$

Propositon3a (3a); The level of Leader's Emotional Value moderates the relation between their promotion focus and the similar path of innovation at Replacement that when the leader has the high (or low) level of emotional, the association of promotion foci and Replacement will be stronger (or weaker).

Propositon3b (3b); The level of Leader's Emotional Value moderates the relation between their prevention focus and the similar path of innovation at Improvement that when the leader has the high (or low) level of emotional, the association of promotion foci and Improvement will be stronger (or weaker).

2.3.4. Epistemic Innovative Leadership Value

Curiosity, providing the novel solution and the proof of having knowledge are the centre point of epistemic values. As epistemic/knowledge is crucial for innovation, innovation's effort and spending resource is a first and foremost requirement. Locock et al.'s qualitative study about understanding the expert and opinion leader's role; they find expert knowledge is regarded as power over opinion leaders within Clinical Management (2001). Although leaders have power over subordinates, it would be considered that leaders might avoid going on discussions with experts. Unless leaders possess high knowledge or curiosity (Berlyne, 1960 and 1970) or reach or prove to have that desired knowledge, they would not promote or invest the sources. Whereas, one of the opposite notions of curiosity would be boredom which could impede learning motivation. Therefore, leaders' desire must be to learn something from their own experiences may drive their choice to support innovative initiations.

Therefore, although the less epistemic value would cause avoidance from conflict, which must cause prevention foci, thereby leader would spend more internal resources on the Improvement activities to search for new novel ideas. Whereas their promotion foci are expected to be weaker. Hence, the regression models,

We postied that; $b1_{EpistemicValueHigh} > b1_{EpistemicValueLow}$ and $g2_{EpistemicValueHigh} < g2_{EpistemicValueLow}$

Replacement= $b0 + b1_{EpistemicValue} * Promotion + b2_{EpistemicValue} * Prevention + Controls + e$

Improvement= $g0 + g1_{EpistemicValue} * Promotion + g2_{EpistemicValue} * Prevention + Controls + u$

Propositon4a (4a); Epistemic Value moderates the relationship between leader's Promotion focus and Replacement activities such that when high (or low) Epistemic Value has existed, the relationship between leader's Promotion focus and Replacement will be stronger (or weaker).

Propositon4b (4b); Epistemic Value moderates the relationship between leader's Prevention focus and Improvement activities such that when high (or low) Epistemic Value has existed, the relationship between leader's Promotion focus and Replacement will be weaker (or stronger).

Table 2 Summary of Propositions

Propositions	Regression Formulations
Proposition1a; Proposition 1b;	$Replacement = b_0 + b_1 FunctionalValue * Promotion + b_2 FunctionalValue * Prevention + Controls + e$ $Improvement = g_0 + g_1 FunctionalValue * Promotion + g_2 FunctionalValue * Prevention + Controls + u$ We postied that; $b_1 FunctionalValue High > b_1 FunctionalValue Low$ and $g_2 FunctionalValue High < g_2 FunctionalValue Low$
Propositon2a; Propositon2b;	$Replacement = b_0 + b_1 SocialValue * Promotion + b_2 SocialValue * Prevention + Controls + e$ $Improvement = g_0 + g_1 SocialValue * Promotion + g_2 SocialValue * Prevention + Controls + u$ We postulate that $b_1 SocialValue High > b_1 SocialValue Low$ and $g_2 SocialValue High > g_2 SocialValue Low$
Propositon3a; Propositon3b;	$Replacement = b_0 + b_1 EmotionalValue * Promotion + b_2 EmotionalValue * Prevention + Controls + e$ $Improvement = g_0 + g_1 EmotionalValue * Promotion + g_2 EmotionalValue * Prevention + Controls + u$ We postulate that $b_1 EmotionalValue High > b_1 EmotionalValue Low$ and $g_2 EmotionalValue High > g_2 EmotionalValue Low$
Propositon4a; Propositon4b;	$Replacement = b_0 + b_1 EpistemicValue * Promotion + b_2 EpistemicValue * Prevention + Controls + e$ $Improvement = g_0 + g_1 EpistemicValue * Promotion + g_2 EpistemicValue * Prevention + Controls + u$ We postied that; $b_1 EpistemicValue High > b_1 EpistemicValue Low$ and $g_2 EpistemicValue High < g_2 EpistemicValue Low$

2.3.5. Conditional Innovative Leadership Value

Among the innovation choices, the selection is depended on context or situation. The context could be a combination of the other four values. Howard and Sheth (1969) emphasise that noninternal elements would divert the choices. Attitudes or intentions could be the product of external interactions, which lead us to consider situational factors. Furthermore, the conditional values could change the priority of formerly introduced values in the inner world of leaders. For instance, the recent development of solar panel technologies impacts several sustainable investments that are now unsustainable (Trott, 2017). Therefore, this unexpected development of conditions could reprioritise a leader's values.

Moreover, the leader's aim would be not only maximising conditional values but also other four values. Any interruption of the innovation activities could be considered as a conditional value (Ceyda, 2021) which is a relevant innovative choice from a management perspective, such as the recent pandemic related interruptions. Moreover, Conditional Values can be studied as a moderator in literature (Ceyda referred from Chen et al., 2016). Therefore, while we did not introduce any regression model, the conditional values must be included in a framework with a structural equation model like Figure 2 and Figure 3.

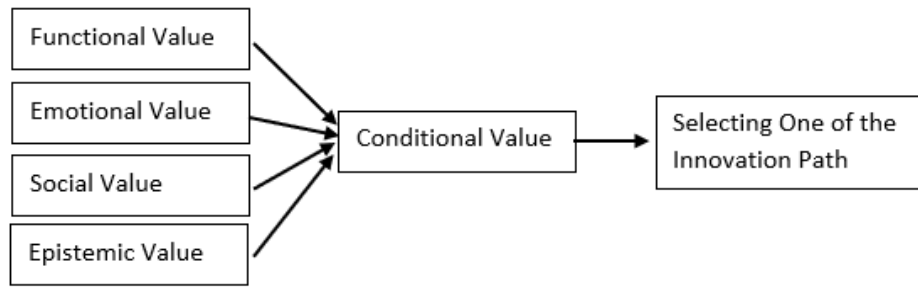


Figure 3 Prior Values of Leaders for Innovation Path

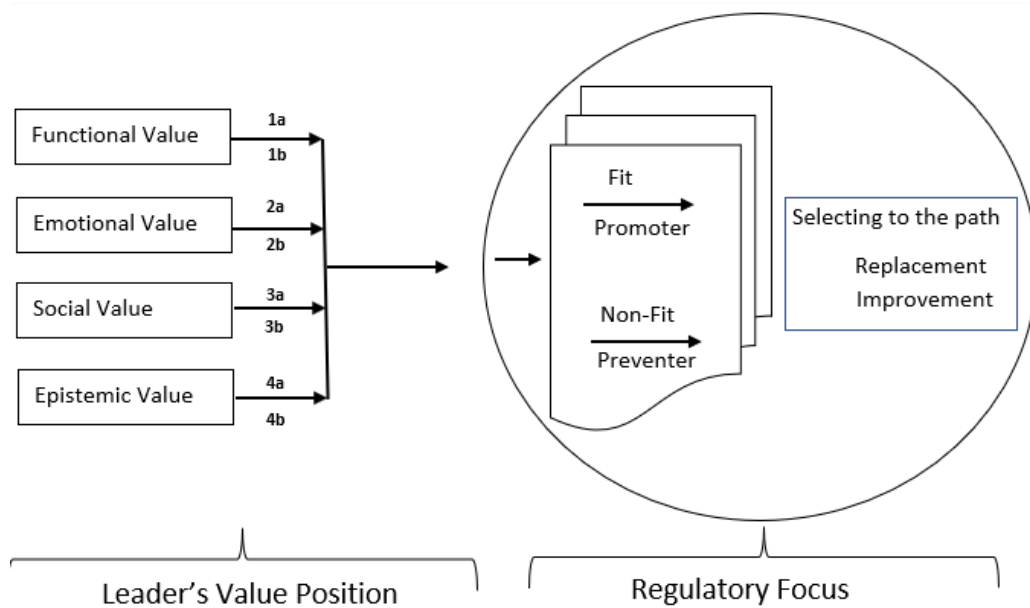


Figure 4 Integration of Propositions on framework of regulatory focus with prior values

Conclusion

This paper set five Innovative Leadership Values (ILV) within Chronic Regulatory Foci to examine the innovation paths- Replacement and Improvement. Although ILV is derived from the Value of Consumption Theory, we demonstrated a possible connection with the Regulatory Focus. Accordingly, while the paper made several contributions, it is worth mentioning some implications. Lastly, we suggest some points for future studies.

Contributions and Implications

The regulatory focus could be used as a link between Innovative Leadership and innovation paths. In order to demonstrate this link, the innovative leader's values are discussed. They may lead further investigation that the researchers could elaborate 'risk', 'fail', 'ambition', 'conflict avoidance', 'prosocial/competitive' and 'learned experiences' within ILV. The notion of elaborating for various values is given attention by other research too. For example, Marquardt et al. (2021) study three different goals orientation leaderships' within the goal orientation theory. Gershman and Niv (2015) point out that individuals could generalise previous experiences or

knowledge. Therefore, the innovative leader's regulatory focus would take the lead this new attention. Although the paper has been reached the level of generating the regression model, the model was suitable for static notion rather than representing dynamic learning values. The model has limitation because the framework is considered as closed systems rather than addressing outside influences (Bonebright, 2010).

The leadership perspective is formulated based on the theory of value. Here, the agent presumed to act to new situation aptly-according to the situational leadership theory. However, the ecological elements were not manipulated for their possible impact on the value and decision-making process (Tuncdogan, Van Den Bosch, & Volberda, 2015). Also, this paper and regression model would include the leader's characteristics and cultural and educational backgrounds.

Future Directions

The assumption and alternatives of the innovation path forward that we exclude the Transformational-Ambidexterity Innovation, as it is a hybrid way of Replacement and Improvement. So, there is a need for a further multilevel construct to examine this path. Furthermore, as a closer look into the multistage nature of innovation requires further investigation, the researchers might divide these stages and examine the ILV.

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