
Electronic Theses and Dissertations, 2004-2019

2009

Mystery Shopper Motivations And The Presence Of Motivation Crowding

Pamela Allison
University of Central Florida



Part of the [Education Commons](#)

Find similar works at: <https://stars.library.ucf.edu/etd>

University of Central Florida Libraries <http://library.ucf.edu>

This Doctoral Dissertation (Open Access) is brought to you for free and open access by STARS. It has been accepted for inclusion in Electronic Theses and Dissertations, 2004-2019 by an authorized administrator of STARS. For more information, please contact STARS@ucf.edu.

STARS Citation

Allison, Pamela, "Mystery Shopper Motivations And The Presence Of Motivation Crowding" (2009).
Electronic Theses and Dissertations, 2004-2019. 3862.

<https://stars.library.ucf.edu/etd/3862>

MYSTERY SHOPPER MOTIVATIONS AND THE PRESENCE OF
MOTIVATION CROWDING

by

PAMELA B. ALLISON
B.S. University of Central Florida, 2001
M.S. University of Central Florida, 2006

A dissertation submitted in partial fulfillment of the requirements
for the degree of Doctor of Philosophy
in the Department of Educational Research, Technology and Leadership
in the College of Education
at the University of Central Florida
Orlando, Florida

Spring Term
2009

Major Professor: Denver E. Severt

© 2009 Pamela Allison

ABSTRACT

Mystery shopping is used in a variety of service industries to measure service performance, as a training tool for employees, and to ensure the safety and security of the product offered. The persons performing this activity, mystery shoppers, experience various motivations, some of which are similar to employees and/or volunteers. These motivations can be intrinsic, where the performance of the activity is a reward itself, or extrinsic, meaning performance of the activity is a method for attaining a reward. The dominance of intrinsic or extrinsic motivation can shift within the individual, which is termed *motivation crowding*. Individuals can *crowd in* when intrinsic motivations are supplemented and supported by extrinsic motivations, or *crowd out* if extrinsic motivations become the dominant factor, devaluing the activity and reducing intrinsic motivation. This study examines the motivations of mystery shoppers and examines whether the tenets of motivation crowding are supported using a mixed methods research design.

The objectives for the study were to identify, classify, and measure mystery shopping motivations using motivational theory to test for the presence of motivation crowding, as reflected in the initial two hypotheses:

H₁: There are salient dimensions of motivation influencing individual participation in mystery shopping activities.

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

To address the first hypothesis, the study began with a qualitative research approach utilizing semi-structured interviews with current mystery shoppers. Through qualitative analysis, 14 constructs of mystery shopper motivations were identified. The constructs were then utilized to develop the Mystery Shopper Motivation Scale, following the eight-step scale development process defined by DeVellis (2003). The scale was then refined through pre-testing and pilot testing, and was used in a survey administration to 323 current mystery shoppers. Through factor analysis, the motivations identified were quantitatively supported, and then dependent t-tests indicated the presence of motivation crowding affecting mystery shoppers. However, unanticipated increases in extrinsic motivations prompted further analysis of motivations based on mystery shopping experience levels, resulting in the addition of a third hypothesis:

H₃: The direction of motivation crowding is dependent on the mystery shopper's level of experience.

H_{3a}: Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.

H_{3b}: Mystery shoppers who have performed between 10-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.

H_{3c}: Mystery shoppers who have performed 25 or more mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.

Results supported motivation crowding as dependent on the experience level of the mystery shopper, prompting the categorization of three distinct mystery shopping phases of activity: the *novelty phase*, the *exploratory phase*, and the *career phase*. Empirical results of the survey were then compared to a subsequent round of qualitative analysis of mystery shopper online forums. Recommendations for future research include longitudinal studies of novelty phase mystery shoppers, examination of the effects motivation crowding may have on mystery shopper behavioral intentions, and incorporation of the perceived costs associated with mystery shopping.

Dedicated to my family, without whom I could never have come this far.

To my mom for her assistance and unwavering support in all areas of my life,
I thank you.
To my father for his strength and leadership through example,
I thank you.
To Michelle, Bobby, Carter, and Claire for their humor and perspective in tough times,
I thank you.
And to Sean for his unconditional love, encouragement, and support,
I thank you.
It was only because of you I was able to achieve my goals and
I love you.

ACKNOWLEDGMENTS

First and foremost, I must acknowledge my advisor and dissertation chair **Dr. Denver Severt** for his many tireless hours of counseling, revisions, and support. This project was a group effort, and his leadership through the process was indispensable. Contributing to those efforts were the committee members, whose input and fresh perspectives helped shape and redefine this research. Thank you **Dr. Duncan Dickson, Dr. Suzanne Murrmann, Dr. George Pawlas,** and **Dr. Heejung (Cheyenne) Ro.** Next, I must acknowledge **David Buckalew**, owner of Buckalew Hospitality in Orlando, Florida. His insight and assistance with this project was invaluable. Finally, to the individuals who assisted me with scale development, data collection, analysis, and revisions, in particular **Taryn Aiello, Catherine Johnson, Katie Noland, Dr. Kimberly Severt,** and **Amanda Templeton**, your time was greatly appreciated. Thank you all.

TABLE OF CONTENTS

List of Figures	xiii
List of Tables.....	xiv
Chapter One: Introduction	1
Purpose.....	3
Significance.....	4
Theoretical Underpinnings.....	5
Hypothesis.....	6
Methodology	7
Limitations	8
Anticipated Results.....	8
Chapter Summary	9
Definition of Terms	11
Chapter Two: Literature Review	14
The Mystery Shopping Industry.....	14
Applications of Mystery Shopping.....	16
Mystery Shopping in Hospitality and Tourism	16
Mystery Shopping as Participant Observation	17
Criticisms of Mystery Shopping.....	20
Researcher Cognition.....	21

Credibility.....	23
Volunteerism	25
Motivations	30
Extrinsic Motivations.....	31
Intrinsic Motivations.....	33
Interaction of Motivations.....	35
Motivation Crowding Theory.....	37
Crowding out.....	39
Crowding In.....	40
Motivation Crowding of Mystery Shopping	41
Justification for Study.....	42
Chapter Summary	44
Chapter Three: Methodology	46
Qualitative Study	47
Scale Development	49
Stage One: Determination of Constructs.....	50
Stage Two: Item Pool Generation.....	50
Stage Three: Measurement Formatting.....	51
Stage Four: Expert Review of Item Pool	52
Stage Five: Inclusion of Validation Items.....	52

Stage Six: Administration to a Development Sample	54
Stage Seven: Evaluate the Items.....	56
Stage Eight: Optimize Scale Length.....	57
Quantitative Methodology	57
Pilot Study.....	57
Main Study	59
Analysis.....	61
Chapter Summary	64
Chapter Four: Results	67
Qualitative Study.....	68
Pilot Study.....	76
Data Analysis.....	77
Main Study.....	90
Data Analysis.....	91
Chapter Summary	102
Chapter Five: Discussions.....	103
Intrinsic Motivations.....	105
Enjoyment	105
Excitement.....	106
Undercover Aspect	107

Escapism	108
Impact.....	109
Client Benefit.....	110
Mystery Shopping Company Benefit.....	111
Learning Opportunity.....	112
Personal Development	114
Extrinsic Motivations.....	115
Discretionary Compensation	116
Non-discretionary Compensation	118
Egoistic Motivations	119
Pride	119
Exclusivity.....	120
Prestige	121
Scale Development	122
Motivation Crowding.....	123
Phases of Participation in Mystery Shopping	126
Novelty Phase	126
Exploratory Phase	128
Career Phase	129
Practical Implications	134

Limitations	135
Future Research	138
Chapter Summary	139
Appendix A: Qualitative Interview Questions	141
Appendix B: Institutional Review Board Outcome Letter	144
Appendix C: Item Pool Generation	146
Appendix D: Pilot Study Recruitment Email.....	151
Appendix E: Pilot Study Follow-Up Email	153
Appendix F: Main Study Recruitment Posting	155
Appendix G: Mystery Shopper Motivation Scale	157
References.....	167

LIST OF FIGURES

Figure 1: Initial Research Design.....	47
Figure 2: Social Desirability Distribution.....	54
Figure 3: Revised Research Design.....	62
Figure 4: Screeplot of Initial Loadings	80
Figure 5: Between Groups Mystery Shopper Motivations	86
Figure 6: Motivation Crowding by Group	88
Figure 7: Screeplot of Initial Loadings	94
Figure 8: Between Groups Mystery Shopper Motivations	99
Figure 9: Motivation Crowding by Group	100

LIST OF TABLES

Table 1: Fabrication of Reports.....	24
Table 2: Themes of Volunteerism Identified by Yeung (2004).....	26
Table 3: Motivation Functions	27
Table 4: Item Pool Distribution.....	51
Table 5: Abbreviated Marlow-Crowne Social Desirability Scale.....	53
Table 6: Themes of Mystery Shopper Motivations	76
Table 7: Pilot Study Demographics.....	77
Table 8: Reliability Analysis of Mystery Shopper Motivation Scale.....	78
Table 9: Correlation Matrix	79
Table 10: Unrotated Factor Loadings	80
Table 11: Rotated Factor Solution.....	82
Table 12: Dependent T-tests for Initial (I) and Continuing (C) Motivations	83
Table 13: Changes in Intrinsic Motivations (IM) and Extrinsic Motivations (EM)	85
Table 14: Main Study Demographics	90
Table 15: Demographics by Completion Group	91
Table 16: Reliability Analysis of Mystery Shopper Motivation Scale.....	92
Table 17: Correlation Matrix	93
Table 18: Unrotated Factor Loadings	94
Table 19: Rotated Factor Solution.....	95
Table 20: Main Study Dependent T-tests for Initial (I) and Continuing (C) Motivations	96

Table 21: Changes in Intrinsic Motivations (IM) and Extrinsic Motivations (EM)	98
Table 22: Summary of Hypotheses, Tests, and Outcomes	101
Table 23: Potential Method Biases Present in the Study	137

CHAPTER ONE: INTRODUCTION

Mystery shopping is utilized by up to 86.6% of lodging facilities for the purpose of guiding resource and personnel decisions, quality assurance, training, and incentive programs (Beck & Miao, 2003; Erstad, 1998), yet little research has been conducted to examine the motivations of the persons conducting the evaluations (Finn & Kayande, 1999). Understanding their motivations will provide a conceptual backdrop for the improved interpretation of mystery shopping reports. Mystery shopping reports augment the managerial function of quality control, providing a means for the assessment of service quality (Delfgaauw & Dur, 2007). In an effort to understand motivations potentially causing biases in these reports, mystery shopper motivations will be identified, measured, and classified. This will be accomplished through an examination of existing employee and volunteer motivation theories, qualitative interviews, and empirical survey research.

Mystery shoppers receive minimal monetary compensation for their efforts, with national averages in the United States of \$10 to \$20 per evaluation prevailing (Snyder, 2004). As mystery shopping can be a time-consuming activity with minimal monetary compensation, motivations may mimic those of volunteers. Motivations for voluntary activities have been examined by human behavior researchers for decades, focusing on areas such as needs fulfillment (e.g., Baard, Deci, & Ryan, 2004; Mayer, Fraccastoro, & McNary, 2007; Rubin & Thorelli, 1984; Ryan & Deci, 2000a), motivation changes (e.g., Amabile, DeJong, & Lepper, 1976; Bolton & Katok, 1998; Deci, 1971; Frey & Jegen,

2001; Lepper, Greene, & Nisbett, 1973), and volunteerism (e.g., Clary et al., 1998; Hibbert, Piacentini, & Dajani, 2003; Mohen & Sujan, 2005; Penner & Finkelstein, 1998).

Motivations for voluntary participation in an activity must outweigh the perceived costs for continued participation (Gerstein, Wilkeson, & Anderson, 2004; Rubin & Thorelli, 1984). Costs and benefits are assigned net return due to perceptions of the value of the activity, and such perceptions are subject to change (Frey & Jegen, 2001). Deci (1971) experimented with the effects of mediating variables on intrinsic motivations. Through experiments with grade school and college students, stimulating activities such as puzzles and games were offered and intrinsic motivations for participation were measured. As the extrinsic rewards, such as prizes and compensation, were increased a volunteer's intrinsic motivations decreased, and the activity was performed primarily for the purpose of receiving the increased rewards. After extrinsic rewards were offered for activity performance and subsequently discontinued, intrinsic motivations decreased significantly. Conversely, as egoistic elements were introduced, such as accolades and verbal recognition, intrinsic motivation increased. Subsequent research concerning the effects of extrinsic rewards on intrinsic motivations and corresponding motivation shifts has supported the initial findings presented by Deci (Amabile et al., 1976; Deci, 1971; Deci, Koestner, & Ryan, 2001; Deci, Ryan, & Koestner, 2001; Lepper et al., 1973; Ryan & Deci, 2000b). The changes in perception of an activity contribute to the psychology (e.g., intrinsic motivations, etc.) and economics (e.g., extrinsic motivations, etc.) of that activity and can be further understood through the theory of Motivation Crowding (Bolton & Katok, 1998; Frey & Jegen, 2001).

The theory of Motivation Crowding refers to the interplay of intrinsic and extrinsic motivations. The Motivation Crowding Effect is the reduction or enhancement of intrinsic motivations based on the introduction or increase of extrinsic benefits (Frey & Jegen, 2001). As the value of the activity shifts to the assignment of extrinsic benefits, the activity itself is devalued, minimizing initial intrinsic motivations. Mystery shoppers may exhibit qualities of Motivation Crowding. Participants initially motivated intrinsically may experience the “crowding out” by extrinsic controls (extrinsic motivations become the dominant factor for participation). When this occurs, the mystery shopper may devalue the activity, leading to diminishing or even terminating the participation. Alternatively, if the added extrinsic benefits are seen as merely a supplement to the intrinsic benefits, rather than the ultimate goal, “crowding in” occurs (intrinsic motivations remain the dominant factor for participation), which can enhance the experience (Frey & Jegen, 2001). Intrinsic and extrinsic motivations may contribute to initial and continued voluntary participation in mystery shopping activities, though the strength of each motivation classification may vary according to the principles of Motivation Crowding and according to the individual.

Purpose

The purpose of this study is to identify, measure, and classify the realm of motivations across experience levels of mystery shopping as they relate to the theory of motivation crowding in and crowding out. There is a paucity of academic literature related to the mystery shopping industry. The dominance of consumerism in society has

increased the importance of such issues. This in turn justifies the need for further scientific inquiry. Based on this, the current study adds to the mystery shopping body of knowledge, while providing practitioners and academia new information surrounding the motivations of mystery shoppers. Academia has begun to study and report on mystery shopping as a viable research tool in the past fifteen years, including exploratory qualitative studies offering conceptual theoretical frameworks (Beck & Miao, 2003; Morrison, Colman, & Preston, 1997). Therefore, research is now entering the realm of finding measurable variables focusing on psychometric assessments, program usage, and performance measurement (Beck & Miao, 2003; Finn, 2001; Finn & Kayande, 1999; Morrison, Colman, & Preston, 1997; Wilson, 1998a, 1998b, 2001).

Once mystery shopper motivations are identified and classified, a scale will be developed for motivation measurement. A scale is necessary to “measure phenomena” identified in the qualitative research conducted with mystery shoppers (DeVellis, 2003, p. 9). Next, it may be possible to quantify the occurrence of motivation crowding through empirical measurement utilizing the developed Mystery Shopping Motivation Scale. After development, the scale can further be used as a screening tool for mystery shopping organizations, determining the initial motivations of mystery shoppers, and how those motivations change with the level of experience.

Significance

This study will provide new information by classifying motivations of mystery shoppers and further examining the motivations as a combination of volunteer and paid

employees. While there is ample literature on volunteerism (Amabile et al., 1976; Benabou & Tirole, 2003; Borzaga & Tortia, 2006; Boulton, 2006; Bruyere & Rappe, 2007; Deci, 1971; Dolnicar & Randle, 2007; Hibbert et al., 2003) and on employee motivation (Delfgaauw & Dur, 2007; Gerstein et al., 2004), the cross reference of topics presents a gap for partial employees. The results will be significant for mystery shopping firms in recruitment, selection, training, and retention of shoppers, as well as service organizations relying on reports provided by these individuals.

Theoretical Underpinnings

As this study addresses the motivations of partial employees, the theoretical basis for this study is derived from motivation theories presented in the disciplines of psychology and economics. From the field of psychology, the fundamental theories of intrinsic and extrinsic motivations support a dyadic view of volunteer motivations, while more dynamic models of volunteerism include discussions of altruistic and egoistic motivations (Boulton, 2006). From the field of economics, the theory of Motivation Crowding (Frey & Jegen, 2001) provides the theoretical framework to examine shifts in motivation when the element of compensation is introduced. It posits the introduction of extrinsic rewards diminishes the intrinsic motivations inherent in volunteers and employees. This diminishing of intrinsic benefits prompts the motivation shift that can occur as the individual experiences changes in preferences or perceptions of the activity. From this shift, two potential outcomes are expected. First, if extrinsic benefits diminish the importance of the initial intrinsic motivations, the mystery shopper may devalue the activity, leading to diminishing or termination of participation. This phenomenon is

dubbed “crowding out.” Alternatively, if the added extrinsic benefits are seen as merely a supplement to the intrinsic benefits, rather than the ultimate goal, “crowding in” occurs. Crowding in enhances the experience for intrinsically motivated individuals (Frey & Jegen, 2001).

Hypothesis

Based on existing motivation literature from the discipline of psychology, mystery shoppers may possess varying motivations inherent in the individual. These motivations may be primarily intrinsic, such as enjoyment of the activity or self-affirmation, or be extrinsic, such as monetary compensation or educational opportunities. Thus, the following hypothesis is presented:

H₁: There are salient dimensions of motivation influencing individual participation in mystery shopping activities.

Incorporating economic theory, when the element of compensation is introduced for performance of an activity, initial motivations of the participant are subject to motivation crowding. In mystery shopping, external compensation is often provided as a benefit gained from the performance of mystery shopping. This compensation may facilitate crowding in or crowding out of motivations. As such, the following hypothesis is presented.

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

Methodology

Due to the relative newness of the topic and the goal of identifying, classifying, and measuring mystery shopper motivations, the study best matches a mixed design. By including qualitative and quantitative methodologies in the same study, limitations of each method will be mitigated and biases minimized (Creswell, 2003, p. 208). A three-phase sequential exploratory design will be implemented, including in-depth qualitative interviews, scale development, followed by the administration of a survey to a larger audience.

Phase one is the collection of interviews with mystery shoppers. Structured interviews will focus on motivations for beginning mystery shopping activities, perceptions and expectations of the activity, and motivations for continued participation. These data will be investigated through grounded theory analysis, enfolded volunteer motivation literature into the information collected. The information garnered from the exploratory study will aid with item generation for scale development conducted in phase two.

Phase two involves scale development based on the information gathered during the qualitative study. A scale will be developed to quantitatively measure motivations for being a mystery shopper (i.e., initial motivations and continued motivations). Developing a scale provides for the use of an improved instrument for measuring mystery shopper motivations, as there is no appropriate existing scale. Finally, the instrument will be tested through two separate rounds of exploratory factor analysis (EFA) and the data will additionally be analyzed in the procedures described in phase three.

Phase three involves survey administration to past, current, and potential mystery shoppers as identified through an online mystery shopping forum, a vehicle frequently used by mystery shoppers. The survey will be an administration of the scale developed in phase two and will be administered on the Internet. Results will be analyzed in SPSS statistical analysis software using dependent t-tests.

Limitations

The major limitation of this study concerns the simultaneous measurement of pre- and post-mystery shop motivations. Participants will be required to recall motivations experienced prior to initial participation in mystery shopping, which for some participants may have occurred in prior years, and then ask about current motivations. Other limitations include the online method of survey administration and restrictions of access to mystery shoppers.

Anticipated Results

Empirical research can assist the evolvement of the mystery shopping industry and provide credibility in the industries served by mystery shoppers. The importance of mystery shopping as a tool for quality control, training, and security in a service-based economy necessitates research into the motivation influences for the thousands of evaluators participating in the activity. This study will introduce a new theoretical framework regarding motivation crowding, which may be applicable to industries relying on paid volunteers or partial employees, extending beyond mystery shopping.

It is anticipated that mystery shopper motivations mimic those of volunteers, and are able to be categorized as intrinsic and extrinsic. These motivations are subject to motivation crowding, with primary motivations shifting over the length of service of the mystery shopper. Shoppers with primarily intrinsic motivations may be subject to crowding in or crowding out. For shoppers with extrinsic benefits crowding in, the experience becomes even more enjoyable, with the extrinsic benefits enhancing their participation. Crowding in will be determined through reported increased motivations. Shoppers who crowd out will find the once enjoyable activity has lost value and the intrinsic motivations will be minimized. Crowding out will be determined through reported decreased motivations. For continued participation in mystery shopping, shoppers initially motivated by extrinsic benefits will experience a shift in motivations, with the shopper experiencing crowding in. Through the creation of the Mystery Shopper Motivation Scale, motivations for potential shoppers can be measured as a screening tool for mystery shopping companies to guide human resource decisions, such as hiring and shop assignment.

Chapter Summary

Mystery shopping is a practice utilized by a majority of service industries primarily as a means of quality assurance. Because of the wide use of independent contractors performing the services, an examination into the motivations of evaluators is warranted. The purpose of this study is to identify, classify, and measure the motivations for performing the activity of mystery shopping.

Practical implications of the study include the creation of a scale specific to mystery shopper motivations. It will provide a theoretical framework for future studies in the mystery shopping industry, as well as be a practical tool to aid companies utilizing mystery shopping services and the organizations that provide them. Human resource decisions, such as employment and shop assignment, can be supported through the understanding of the motivations and possible biases of the individuals performing mystery shopping activities.

Through a mixed methodology, a comprehensive examination of initial and continuing mystery shopper motivations was conducted. The study employed a three-stage sequential exploratory design. Qualitative interviews with mystery shoppers were performed to identify motivations for becoming a mystery shopper and motivations to continue the activity. Literature from the field of psychology pertaining to motivations was integrated with the results to identify the constructs measured by the Mystery Shopper Motivation Scale. The scale was developed through an eight-stage process, validating the instrument through factor analysis. Finally, the instrument was used to collect empirical data from mystery shoppers regarding initial and continuing motivations.

Such motivations are subject to Motivation Crowding, a shift of motivations based on the introduction or increase in extrinsic benefits. The extrinsic benefits can either supplement the existing intrinsic benefits through “crowding in” or devalue the activity further for mystery shoppers dominated by extrinsic motivations, coined “crowding out.” Discrepancies between initial and continuing motivations may be

attributed to Motivation Crowding Effect and were analyzed in this study. If mystery shoppers are subject to motivation crowding, compensation offerings may need to be examined in the industry in effort to determine the optimal balance of intrinsic and extrinsic rewards.

Definition of Terms

Altruistic Motivations: Altruistic motivations refer to the performance of an activity to benefit others (Gerstein et al., 2004).

Crowding In: Crowding in is the introduction of extrinsic benefits as a supplement to intrinsic motivations. It enhances the intrinsic motivations, adding to the individual's self-esteem and self-determination (Frey & Jegen, 2001).

Crowding Out: Crowding out is the unsavory effect of extrinsic benefits overwhelming the intrinsic motivations, thereby devaluing the activity (Frey & Jegen, 2001).

Dyadic Model: Dyadic models are characterized by the existence of only two constructs, individual from each other (Barry & Oliver, 1996).

Dynamic Model: Dynamic models are characterized by the existence of more than two constructs, often considered more vigorous than dyadic models other (Bolton, 1998).

Egoistic Motivations: Egoistic motivations refer to participation for the promotion of oneself, such as the recognition and prestige associated with the activity (Gerstein et al., 2004).

Extrinsic Motivations: Extrinsic motivations refer to performing activities for the purpose of attaining separable rewards, such as monetary compensation or experience (Gerstein et al., 2004; Ryan & Deci, 2000).

Intrinsic Motivations: Intrinsic motivations stem from a requirement of inherent satisfaction, with the activity being the primary reward (Gerstein et al., 2004; Ryan & Deci, 2000).

Motivation Crowding: Motivation crowding is the influence of extrinsic rewards on an individual's intrinsic motivations (Frey, 1993; Frey & Oberholzer-Gee, 1997). It refers to the shift from the performance of an activity being its own reward to performing an activity to receive a separate reward (Frey, 1993).

Mystery Shopping: Mystery shopping is the use of concealed participant observers to measure the performance of service providers. The observer poses as a customer or guest, deceiving the service provider as to the purpose of the visit (Wilson, 1998b, 2001). In the industry, the performance of an evaluation is referred to as a "mystery shop" or "shop."

Partial Employee: An individual employed to perform tasks voluntarily, combining elements of volunteerism and employment (Mills & Morris, 1986)

Quality of life: refers to the well-being of the human strengths in an individual's life (The Global Development Research Center, 2008).

Social desirability: the ego-defensive human tendency to self-report attitudes, beliefs, opinions, and motivations in a predominantly positive manner (Fisher, 1993).

CHAPTER TWO: LITERATURE REVIEW

The Mystery Shopping Industry

The Mystery Shopper Provider's Association defines mystery shopping as "the practice of using trained shoppers to anonymously evaluate customer service, operations, employee integrity, merchandising, and product quality" (Michelson, 2007, slide 2). Currently, mystery shopping is utilized by a multitude of service organizations, such as hospitality, retail, and banking for purposes of quality assurance (Beck & Miao, 2003; Erstad, 1998), training (Erstad, 1998), market research (Czepiec, 1983), and competitive analysis (Dawson & Hillier, 1995). In a 2003 study, almost 87 % of hotels sampled practice mystery shopping, with only 1.4% anticipating program discontinuation (Beck & Miao, 2003). Silver (2000) reported up to 98% of fast food restaurants in a major chain utilized mystery shopping a minimum of one time per month, and one in four banks periodically assess the performance of tellers and loan officers (Cocheo, Harris, & Kirk, 2003). Through mystery shopping, management can gain a vast amount of detailed descriptions of the service encounters occurring in their organization (Becker, 1958).

Mystery shopping, also known as situation research, uses participant observers to monitor and report on a service experience (Wilson, 1998). The basis for mystery shopping methodology lies in cultural anthropology, where the researcher would experience daily tribal life to create a better understanding of human behavior (Wilson & Gutmann, 1998). Vinten (1994) posited that organizations can be viewed as tribes, complete with their own traditions and cultures. When the mystery shopper poses as a

guest, they become a primary researcher, concerned with firsthand involvement in the situation, “allowed to hear, to see, and to begin to experience reality” as guests do (Marshall & Rossman, 2006, p. 100). Whereas cultural anthropology relies on the immersion of the researcher in the environment being studied, mystery shopping uses concealed participant observers, deceiving the subjects as to the intention of the visit (Wilson, 2001).

The ethical considerations stemming from the deception inherent to mystery shopping is only one criticism of the activity (Dawson & Hillier, 1995; Ng Kwet Shing & Spence, 2002; Wilson, 2001). Critics also question the validity and reliability of mystery shopping reports (Morrison, Colman, & Preston, 1997). A major obstacle impeding the credibility of mystery shopping reports is researcher cognition, as the mystery shopper is the research instrument. Since the research instrument is a human being, human error must be considered when analyzing reports. Errors can occur from memory overload, miscommunication, and incorrect perceptions of service (Boon & Davies, 1993; Morrison et al., 1997).

Many of these errors may come from the stress of the role (Gold, 1958), potentially a perceived cost of the activity for the mystery shopper. Numerous other perceived costs may be present in mystery shoppers, similar to those of volunteers. These costs include a reduction in personal time, monetary costs required to complete the activity, and surplus workload. The participants may be internally processing the difference between perceived costs and benefits for continued participation in the activity (Cleave & Doherty, 2005).

Applications of Mystery Shopping

Mystery shopping is currently used in a multitude of industries, including travel and tourism (Beck & Miao, 2003; Felertag, 2007), retail (Finn, 2001), banking and financial services (Reed & Miles, 1995), pharmaceuticals (Norris, 2004), academia (Czepiec, 1983), government agencies (Wilson & Gutmann, 1998), and housing (McDonough, 2004). The most cited reasons for implementing mystery shopping programs are quality control and cash handling/ asset control (Beck & Miao, 2003). However, mystery shopping has also been used in novel, cost-effective ways. For example, to investigate allegations of potential discrimination in the housing industry, mystery shoppers have been sent to apartment complexes posing as potential residents. The mystery shopping firm sends evaluators of different races with identical financial and credit backgrounds to see what accommodations, if any, were offered to them (McDonough, 2004). In the pharmaceutical industry, mystery shoppers are sent into pharmacies to perform integrity audits of the pharmacist and staff by requesting medications not prescribed. Shoppers also request deadly or dangerous medication combinations and check for proper drug storage (Norris, 2004). Through the use of mystery shoppers, these pharmacies can identify bad practices, potentially saving lives and litigation.

Mystery Shopping in Hospitality and Tourism

In a 2003 study, 86.6% of lodging facilities utilized mystery shoppers, with those in chain facilities more likely to implement a mystery shopping program. The same study indicated 90% of shoppers used were provided by an independent mystery shopping firm,

with the program initiated by the corporate offices in 45% of the hotels surveyed. While the majority of hotels surveyed have mystery shops performed quarterly (32.4%), the study reported approximately 21% evaluate monthly (Beck & Miao, 2003). In the hospitality industry, some organizations utilize mystery shopping as frequently as weekly or even daily.

Persons conducting the mystery shops are known as “mystery shoppers,” varying in demographics, ideally mirroring the organization’s existing customer base. They consist of management from other properties, students, industry professionals, current customers, retirees, and numerous other social groups (Beck & Miao, 2003; Erstad, 1998), all with individual and shared motivations for performing the service. Often, it is permissible for the organization’s customers to mystery shop for the location, but when specialized services are being evaluated, such as bar/lounge audits, evaluators with specialized skills are required (Goodwin, 2006). Regardless of the type or purpose of evaluation, when performing the evaluations of service encounters, mystery shoppers act as participant observers (Wilson, 2001), collecting the data that forms the mystery shopping report.

Mystery Shopping as Participant Observation

Participant observation is a research method requiring the researcher, in this case the mystery shopper, to become an active participant in the activity being studied (Becker, 1958). Mystery shopping utilizes “complete participants”, with the researcher masking the true reason for the interaction and being the only participant in the

interaction with knowledge of the truth (Gold, 1958, p. 219). Mystery shoppers mimic the actions of ordinary participants, normally posing as guests or customers of the organization. While acting as an ordinary participant, there are six identified elements of participant observation that distinguish the method from ordinary participation in activities: dual purpose, explicit awareness, wide-angle lens, the insider/outsider experience, introspection, and record keeping (Spradley, 1980). These six identified elements can all be examined as characteristics of mystery shopping.

Mystery shoppers must adhere to the dual purposes of engaging in “activities appropriate to the situation” while observing the interactions they are involved in, actively storing the names of those observed and the physical aspects of their surroundings (Spradley, 1980, p. 54). Such duality can assist the mystery shopper in removing self-interest in the interaction. For example, if the shopper perceives injustice in the situation they may justify it as part of the role being played, protecting their self-esteem as they were solely engaged in the situation because it was appropriate for the activity being observed. Accurate portrayal of the role is imperative for effective observation (Gold, 1958).

Due to the requirement of observing and recording the interactions, mystery shoppers must exhibit an explicit awareness of their actions and of those in the environment. An increased awareness of the various elements of the interactions is necessary for accurate reporting, yet the complexity of service interactions require exclusion of aspects perceived as insignificant (Spradley, 1980). Individuals cannot recall all events with 100% reliability (Morrison et al., 1997). Studies of attentional focus

indicate people will expend attentive memory functions on their perception of importance, while events occurring outside the attentional focus will be represented by gaps in the memory (Burke, Heuer, & Reisberg, 1992). Such exclusion would be detrimental to the reporting capabilities of a mystery shopper.

As mystery shoppers view the situation with an explicit awareness the scope of observation must be viewed through a “wide-angled lens” (Spradley, 1980, p. 56). Service interactions may differ based on indirect elements, such as the presence of other guests/customers, technology utilization, and environmental/climate factors (Walker, 2009). Through the wide-angled lens, the mystery shopper will observe and record indirect elements as part of the service interaction, providing more information to enhance data analysis and provide a framework for the encounter.

Viewing the service encounters through a wide-angled lens forces the mystery shopper to become an insider and an outsider to the situation (Spradley, 1980). When engaged in an activity as an ordinary participant, the person is a part of the activity, an insider of the group. When simply observing the behavior of those within the activity without participation, the researcher is an outsider. Participant observation requires the simultaneous experience of an insider and an outsider. Often the case in ethnography, mystery shopping requires transitions between the perspectives throughout the service encounters being evaluated (Spradley, 1980).

Once the interaction is complete, mystery shoppers often must become introspective, reflecting on the experience in order to report it accurately. Participant observers must be able to reflect on the situation but still remain objective (Spradley,

1980). Structured reporting of mystery shops through forms and guidelines assist with maintenance of objectivity during reflection (Grove & Fisk, 1992). This structured record keeping is the final differentiation between ordinary participants and participant observers. An ethnographic report of the service encounters is the tangible output of the observations and is vital to communication between the participant observer and management of the organization.

Criticisms of Mystery Shopping

While these reports are used for many purposes, such as training and development (Czepiec, 1983), rewards and incentive programs (Erstad, 1998), and security assurance, researchers have highlighted the limitations of the practice, such as ethical considerations (Dawson & Hillier, 1995; Ng Kwet Shing & Spence, 2002; Wilson, 2001), generalizability of findings (Finn & Kayande, 1999), reliability of the instruments (Morrison et al., 1997), and researcher cognition (Morrison et al., 1997). Though the practice of mystery shopping is legally contracted by organizations, there has been debate as to the ethics of the necessary deception. The term industrial espionage has been used in mystery shopping research to describe the deceptive nature of the practice (Ng Kwet Shing & Spence, 2002). Mystery shopping practices are not clear within the Market Research Society Code of Conduct (Dawson & Hillier, 1995), but in recent years steps have been taken to standardize the practice through associations, such as the Mystery Shopper Provider's Association's guide to ethics, information of legitimate companies, and standardized training (Mystery Shopper Provider's Association, 2007).

Ethical dilemmas focus on misrepresentation of the consumer, employee non-consent to surveillance, and exploitation of shoppers companies use (Ng Kwet Shing & Spence, 2002). The most cited objection to this line of research is the element of deception (Kimmel, 2001; Ng Kwet Shing & Spence, 2002; Silver, 2000; Wilson, 2001). This deception can create a range of emotions in both employees and the shoppers. Anecdotal industry articles tout this unique aspect of mystery shopping, focusing on the exciting undercover, secretive, deceptive element of the industry (Kimmel, 2001; Ng Kwet Shing & Spence, 2002). This covert behavior is necessary in mystery shopping to observe behavior in a more natural setting.

Researcher Cognition

Memory has been studied by criminal researchers, in particular in eyewitness observational research. Studies using experimental design to assess the influences of attentive memory (Thorley & Dewhurst, 2007), forced confabulation (Pezdek, Sperry, & Owens, 2007; Thorley & Dewhurst), and social-comparative memory feedback (Leippe, Eisenstadt, Rauch, & Stambush, 2006) can provide insight into the underlying causes of mystery shopper error. Morrison et al (1997) introduced the challenges mystery shoppers may face when relying on memory for accuracy. In particular, errors can occur at each of the three stages of memory: encoding, storage, or retrieval.

Encoding relies on perceptions of the mystery shopper (Boon & Davies, 1993), and is tempered by physical conditions, previous service encounters, attitudes, and social pressures (Morrison et al., 1997). Storage of memory occurs between encoding of the event and later recollection. This period is one of influence, where events are

reconstructed in the mind. It is during this phase that memory is most prone to be influenced by outside forces, affecting the accuracy of the retrieved information, leading to false recollection (Morrison et al., 1997). Retrieval is the final action in the memory process. Humans remember more than the memory allows us to retrieve (Tulving, 1983, as cited by Morrison, Colman, & Preston, 1997). To access the memories not recalled, leading questions and further probing can force the memory (Morrison et al., 1997). Collaboration can create forced false recall, which the person incorporates into the memory and believes to be the truth (Thorley & Dewhurst, 2007).

Social-comparative memory feedback affects the memory confidence of subjects (Leippe et al., 2006). During the storage process, subjects are susceptible to alterations in memory, to the point that true memories can be replaced by false memories, yet the subject believes the false memory to now be the truth (Leippe et al., 2006; Morrison et al., 1997; Pezdek et al., 2007). Methods of influencing the memory include social influence, suggestion, misleading questions, manipulation of subject's own statements, and misinformation (Leippe et al., 2006). Forced confabulation is a type of post-event suggestion, forcing the subject to create a memory when asked about situations that did not actually occur (Pezdek et al., 2007). In the case of mystery shopping, often the shopper may retreat to complete the report and realize they did not allot attentive memory to an element and now be forced to recreate the event in memory (Morrison et al., 1997). The creation of the inaccurate event is referred to as false recollection (Pezdek et al., 2007).

For optimum memory usage, cognitive load should be kept to a minimum (Sweller, 1988). To make recollection items more manageable, schema construction is suggested.

This is performed through chunking (Miller, 1956). Chunking of information assists with the encoding, storage, and retrieval of memory. Miller proposed the magic number of seven as the limits within the human mind. He posited seven items, plus or minus two, is the maximum amount of information humans can remember before loss occurs. By constructing schemas, related information can be chunked together for a lighter cognitive load (Miller).

Mystery shopping requires many more items than seven to be encoded stored and retrieved at one time. Training in schema construction should improve accuracy in mystery shopping reports. As what constitutes a chunk of information is not definite (Miller, 1956), training of mystery shoppers as to possible memory coding techniques is possible.

Credibility

Even with the lack of empirical evidence, management uses the reports to reward high performers, to discipline low performers, to allocate resources, and to benchmark a unit against other units or properties. A weakness of participant observation is the credibility of the observer (Becker, 1958). In the case of mystery shopping, the observer is assigned the responsibility of accurately reporting the performance of organizational service standards, potentially reporting negative behavior of the employee. Such behavior could result in termination of the employee, affecting his livelihood.

Becker (1958) recommends tempering the reports of participant observers with consideration of observer motivations. Issues to be considered include motivations to fabricate reports. According to mystery shopping industry professionals (D. Buckalew,

personal communication, September 21, 2008; K. Peterson, personal communication, September 21, 2008), motivations to fabricate reports can stem from a number of factors (Table 1).

Table 1: Fabrication of Reports

Reasons for report fabrication by mystery shoppers	
Vindication for perceived injustice from the service interaction	Reporting answers the reports' reader may want to hear to please the client
Mystery shopper self-interest, such as receiving special service or feels an attraction to the service provider, and wishes to create a positive image of the employee observed	Lack of instruction from the mystery shopping company to the mystery shopper Lack of time to complete all areas of the mystery shop
Lack of opportunity to view a required service encounter	Relative easiness to falsify a report
Fatigue or laziness in writing the mystery shop report	Inability of the mystery shopping company to verify facts
An attempt to cover up something they did not want to do while shopping	Desire to gain more shops by beefing up evaluations with negative feedback in order to look like a very detailed shopper
Improper reading the instructions of the assignment.	

Since the role of the mystery shopper as a participant observer is integral to the integrity of the reports, an examination of mystery shopper motivations is necessary. As mystery shopping by independent contractors is not mandatory and often not a career in itself, motivations to perform mystery shops can be examined similar to those of participation in voluntary activities, known as volunteerism.

Volunteerism

Volunteerism is the voluntary planned helping of others that is sustained and ongoing (Clary et al., 1998; Yeung, 2004). This differs from spontaneous helping of those with an immediate need (i.e., emergency assistance provided to an accident victim) as volunteers actively seek opportunities to help, deliberate about who to help, when to help, and to what degree, and make a commitment to helping others (Clary et al., 1998). Volunteers provide their time and efforts to an approximate 1.23 million different organizations annually (Independent Sector, 2001).

Volunteerism has great economic impacts on the organizations and people it serves, with the estimated dollar value of every hour of volunteer time worth an average of \$19.51 in 2007 (Independent Sector, 2007). It was estimated 83.9 million American adults volunteered in 2000, contributing 15.5 billion hours of work, the equivalent of 9 million full-time employees worth an approximate \$239 billion dollars (Independent Sector, 2001). Of those volunteering, approximately half were asked to volunteer, while the remaining half had other motivations. Although motivations for volunteering vary among individuals, volunteerism can act as an instrument for the achievement of various goals (Yeung, 2004). For example, through volunteerism, participants exhibit social responsibility (Schondel & Boehm, 2000). While the goal of the participant may be to assist others in society through their actions, volunteerism is merely the vehicle to accomplish the task. This instrument actually serves the individual's motivation function.

Yeung (2004) presented an octagon model of volunteerism based on phenomenological research identifying 47 motivation themes (Table 2). The model

included four dimensions, each with a polar spectrum. The dimensions are: Getting – Giving, Continuity – Newness, Distance – Proximity, and Thought – Action (Yeung, 2004).

Table 2: Themes of Volunteerism Identified by Yeung (2004)

<i>Getting – Giving</i>	<i>Continuity- Newness</i>	<i>Distance - Proximity</i>	<i>Thought - Action</i>
<i>Self-fulfillment</i>	<i>Familiarity of subject matter</i>	<i>Flexibility of voluntary work</i>	<i>Alignment of values</i>
<i>Advanced personal well-being</i>	<i>Memories of volunteerism experiences</i>	<i>Unstructured atmospheric nature of activity</i>	<i>Role models</i>
<i>Rewarding activities</i>	<i>Personal lifespan</i>	<i>Distance from others</i>	<i>Mental and spiritual growth</i>
<i>Emotional rewards</i>	<i>Personal identity</i>	<i>Belonging desire</i>	<i>Living through personal matters</i>
<i>Structure for spending time</i>	<i>Extension to paid work</i>	<i>Introduction to new people</i>	<i>Occupy spare time</i>
<i>Work experience</i>	<i>Maintenance of personal well-being</i>	<i>Communal spirit</i>	<i>Active nature</i>
<i>Special needs</i>	<i>Exposure to new subject matter</i>	<i>Verbal interaction</i>	<i>Action-centered organizations</i>
<i>Desire to help</i>	<i>Counterbalance of personal situations</i>	<i>Societal nature of the activity</i>	<i>Values into action</i>
<i>Altruistic characteristics</i>	<i>Extension of one's milieu</i>	<i>Promotion of societal interaction</i>	<i>Channels for evangelizing</i>
<i>Spread habit of helping</i>	<i>Learning new knowledge</i>		<i>Spiritual vehicle</i>
<i>Interactional support</i>	<i>Personal change</i>		<i>Spirituality in activity</i>
<i>Personal experiences</i>			
<i>Mutual help</i>			
<i>Positive moods</i>			
<i>Gaining by giving</i>			
<i>Personal growth</i>			

Clary et al. (1998) identified six motivation functions of volunteerism: values, understanding, social, career, protective, enhancement. These six functions were similar

to those identified in personality and social psychology research (Katz, 1960; Smith, Bruner, & White, 1956). A similarity of function titles is presented in Table 3.

Table 3: Motivation Functions

Clary, et al. (1998)	Smith, et al. (1956)	Katz (1960)	Function Served
Values	Quality of expressiveness	Value expressiveness	Opportunity to express values and humanistic concerns
Understanding	Object appraisal	Knowledge	Permits new learning experiences and sharing of abilities
Social	Social adjustive	N/A	Fosters sense of belonging and improves ego
Career	N/A	Utilitarian	Provides career-related benefits, such as work experience and training
Protective	Externalization	Ego defensive	Reduces guilt of better fortune and negative self-features
Enhancement	N/A	N/A	Promotes positive ego growth

As themes recur in volunteerism literature, but with varying function names associated, the discussion of motivation functions of volunteerism presented here will follow the six function model presented by Clary et al. (1998), comparing and contrasting these functions with those presented in more general motivation literature.

Values functions provide an opportunity to express values and humanistic concerns for other people (Clary et al., 1998), clarifying the self-image (Katz, 1960). Every individual has a different combination of values, which shape the person's behavioral intentions (Smith et al., 1956, p. 253). Values functions both allow for

projection of inherent values and form the motivation for such projection. Through this function, ego strength is developed as the individual builds self-realization through the expression of their personal values (Katz, 1960). According to Katz (1960), socialization within the organization can occur due to the values function with the existence of four factors:

1. The values of the group are consistent with those of the individual,
2. The group members are models of the values,
3. The individual is allowed to express values through participation
4. The rewards are communal

The values function has been shown to be a predictor of continued participation in volunteerism (Clary et al., 1998).

Understanding functions permit new learning experiences and the opportunity to share one's abilities and skills (Clary et al., 1998). This knowledge assists with providing meaning to the individual's existence, educating the participant on relevant information (Katz, 1960). In examining the understanding functions, elements to consider include the goals, interests, values, morals, and ethics of the individual (Smith et al., 1956, p. 262).

Social functions foster an individual's sense of belonging, which improves self-esteem and can boost the ego through attainment of social rewards (Clary et al., 1998). The sense of belonging stems from the sharing of values and beliefs common among group members (Smith et al., 1956, p. 266). Through the social sharing of values, they

are validated as important, bolstering self-image. Additionally, the self-image is improved when participation in the activity is deemed contributory to society (Clary et al., 1998).

Career functions provide career-related benefits, such as work experience and training, which can help gain monetary compensation in the future (Clary et al., 1998). Individuals seek maximization of rewards toward goals (Katz, 1960) and having the opportunity to gain experience while simultaneously helping others provides motivation for volunteerism. While compensation is delayed during volunteerism, the investment of time is perceived as justified by the participant (Clary et al., 1998).

Protective functions reduce the guilt associated with attaining fortune others do not possess. These functions help allay negative self-features, such as greed or sloth. Protective functions improve the ego by providing a counterbalance to subconsciously identified negative self-features (Clary et al., 1998). Volunteering defends the ego from an individual's self-depreciation through rationalization (Katz, 1960), justifying personal wealth through the sacrifice of time. Contrasted with protective functions that counterbalance negative self-features, enhancement functions provide positive ego growth (Clary et al., 1998). As positive mood affects a person's well-being, volunteerism can be viewed as a means of enhancing a positive ego.

The aforementioned functions are benefits derived from volunteerism, but there are costs related to volunteerism as well. Constraints to volunteerism include time, monetary costs, lack of skills, lack of attraction to the activity, language ability, barriers to the application process, fear, lack of available information, and the types of

organizations requiring volunteers (Cleave & Doherty, 2005). While lack of spare time is an often cited reason for non-volunteerism, a 2001 study indicated groups with the most spare time, such as young single males, have the lowest reported rates of volunteerism (Warburton & Crosier, 2001). The cost of donating spare time for these individuals does not justify the benefits. Motivations for sustained volunteerism must outweigh the perceived costs (Gerstein et al., 2004; Rubin & Thorelli, 1984). Motivations are the foundation of volunteerism, with initial and continued participation propelled and sustained through such functions (Yeung, 2004). While dominant motivations vary among individuals, common classifications of motivations exist. The following examination of motivation typology will assist with the identification and classification of mystery shopper motivations.

Motivations

Prior to the 1960s, motivation theorists assumed human needs were the catalyst for voluntary behavior (Yeung, 2004); however, a review of contemporary motivation theories suggests participants engage in voluntary behaviors to achieve desired outcomes, with the behavior being the instrument through which the goal is attained (Deci & Ryan, 1985). Motivations for volunteerism are often categorized as intrinsic or extrinsic (Benabou & Tirole, 2003; Ryan & Deci, 2000). Under the larger categorizations, motivations can be subcategorized, such as egoistic and altruistic motivations (Rubin & Thorelli, 1984).

The categories of motivations are not mutually exclusive, as benefits for one category may transcend into others. For example, Rubin and Thorelli (1984) argue that no voluntary act is ever completely altruistic, as internal compensation always coincides with intrinsic motivations. The motivation of monetary compensation (extrinsic motivation) often coincides with altruistic motivations, potentially as a means to perform service to others (Rubin & Thorelli, 1984). In order to understand the motivations of mystery shoppers, it is necessary to examine motivations common among workers and volunteers.

Extrinsic Motivations

Extrinsic motivations refer to the performance of activities for the purpose of attaining separable rewards, such as monetary compensation or experience (Gerstein et al., 2004; Ryan & Deci, 2000). Often, extrinsic rewards are used as external regulation in attempts to motivate the participant to produce a desired outcome (Deci & Ryan, 2000). The increase in extrinsic rewards does not necessarily increase satisfaction with an activity (Borzaga & Tortia, 2006), and could decrease the quality of the participant's work (Delfgaauw & Dur, 2007). Extrinsic rewards have been shown to only be effective short-term (Benabou & Tirole, 2003), but to initiate volunteerism in individuals, it is often effective to lure them with extrinsic rewards (Schondel & Boehm, 2000).

Extrinsic rewards can be either supportive or controlling (James, 2005). Participants may feel controlled by extrinsic motivations, with a more "external perceived locus of control (E-PLOC)" (Deci & Ryan, 2000, pg. 37). Such control undermines the participant's perceived autonomy, the ability to make decisions and act on them. While a

perceived competence is necessary for all types of motivation, a perceived autonomy is required for intrinsic motivation (Deci & Ryan, 2000).

Separable rewards from performance of an activity are not always tangible. For example, egoistic motivations are actually “well-internalized extrinsic motivations,” providing a separate internal reward for performance of the activity (Deci & Ryan, 2000). Egoistic motivations refer to participation for the promotion of oneself, such as the recognition and prestige associated with the activity (Gerstein et al., 2004). There is an inverse relationship between the amount of egoistic motives and length of voluntary service (Rubin & Thorelli, 1984). The greater the expectation of egoistic benefits, the less likely the participant will continue the activity. However, egoistic motivations can compel a participant to perform at higher quality levels if feedback is introduced. In a 2000 study, adolescents sought approval from parents and other adult figures of authority regarding their volunteering activities (Schondel & Boehm, 2000). This social approval motivated them to volunteer on a more consistent basis and perform better service to the organizations. They also perceived admiration and respect of peers and authority figures, which bolter self-esteem.

While pure altruism for participation in an activity is considered an intrinsic motivation, when a participant seeks social approval for their altruistic acts, the motivations are considered an interaction between extrinsic and intrinsic (Reeson & Tisdell, 2008). Social recognition has been shown to be an important motivator for both initial and continued voluntary contributions (Janssen & Mendys-Kamphorst, 2004). The social rewards attributed to voluntary contribution depend on two factors:

1. The amount of recognition as altruistically motivated contributor- recognition, such as having one's name listed in acknowledgements for their participation, has been shown to be increase social reward. This social reward can promote continued participation and/or contributions.
2. The number of people following the social norm- when the number of egoistic contributors is increased, the perceived value of the contribution decreases. The exclusivity of contributing is diminished if the number of participants is not proportional to expectations (Janssen & Mendys-Kamphorst, 2004).

Social approval can also be sought when an individual is reporting on his motivations, creating social desirability bias in such reports (Fisher, 1993). When measuring attitudes, beliefs, opinions, or motivations, DeVellis (2003) recommends simultaneous measurement of social desirability through the introduction of associated scales. This is done to ensure validity of the measurement, as individuals seeking social rewards could potentially bias the results by providing item responses they believe the administrator considers indicators of positive attributes (DeVellis, 2003).

Intrinsic Motivations

Intrinsic motivations stem from a requirement of inherent satisfaction (Ryan & Deci, 2000). These motivations concern satisfaction from enjoyment, excitement, and fun (Gerstein et al., 2004). Intrinsically motivated individuals will perform the activity in the absence of extrinsic motivations, such as reward or compensation. For intrinsically motivated activities, the reward is the performance of the activity itself (Ryan & Deci, 2000). Self-determination theory (SDT) suggests there is an inherent human need to

engage in stimulating activities (Deci & Ryan, 2000). Intrinsic motivations were found to be strong contributors to overall satisfaction in a work environment, while extrinsic motivations contributed more to loyalty (Borzaga & Tortia, 2006). The collection of intrinsic benefits stemming from mystery shopping can improve an individual's quality of life.

Quality of life can be defined in numerous ways and is subject to the perception on an individual. One individual's "quality of life" can be limited to their health and well-being, while another may consider their standard of living, happiness, legacy, relationships, or personal freedom as defining factors (The Global Development Research Center, 2008). Accepted diversity, fulfillment of basic needs, enjoyment in activities, improved self-esteem, and increased monetary assets can all contribute to the individual's perceived quality of life (The Economist Group, 2005). Enjoyment of life is usually the makeup of your overall satisfaction of your environment, which includes social, economic, health, psychological, and spiritual elements. An individual's perceived quality of life is significant because it can create hope, a sense of meaning, fulfillment, control, and satisfaction in life. Unmet physical, psychological and spiritual needs of individuals can set limitations on future happiness and enjoyments of life (The Global Development Research Center, 2008).

Quality of life differs from a "standard of living," as the latter refers to the quality and quantity of goods and services experiences by the individual (Steckel, 2008). Conversely, the quality of life refers to the well-being of the human strengths in an individual's life (Quality of Life Research Center, 2008). Individuals may become

mystery shoppers to improve their standard of living, only to find they actually improve their quality of life. The new role may be perceived as a “detective” or “spy,” helping meet their emotional needs of escapism, egoistic need of perceived power, and intrinsic need for excitement. Accountability for reports and their actions could improve individual’s self-esteem and fulfill the social function of acceptance. Mystery shopping reports have the potential to affect a business or an employee, assigning importance to the individual, and deadlines for reports necessitate time management skill development, which has been shown to improve individual’s quality of life (United Press International, 2008). These intrinsic motivations, as well as possible extrinsic motivations, interact to create a foundation for participation in mystery shopping activities.

Interaction of Motivations

Intrinsic and extrinsic motivations interact and influence each other. Sometimes, extrinsic motivations can be the catalyst for initial participation. Once the person is involved in the activity, intrinsic benefits are experienced and can motivate the individual to continue participation. In a 2000 study of adolescent volunteers, participants were lured into volunteerism by an extrinsic reward, namely class credit (Schondel & Boehm, 2000). However, the motivations for continued participation commonly cited by individuals were: the opportunity to help others, social interactions, and the recognition of their contributions, all of which are intrinsic motivations.

While researchers have postulated all altruistic motivations have an egoistic element (Hibbert, Piacentini, & Dajani, 2003; Rubin & Thorelli, 1984), Dolnicar and Randle (2007) posited volunteerism is multifaceted. Rather than examining egoistic

motives as a separate, possibly negative element of volunteerism, they should be examined in combination with altruistic motivations. Altruistic motivations refer to the performance of an activity to benefit others (Gerstein et al., 2004). In a 2005 study, 11% of respondents stated only altruistic reasons as their motivation for volunteering, referring to the need to “achieve something positive for others” (Rehberg, 2005, p. 109). Altruistic motivations help fulfill the need for self-gratification through feelings of goodwill and self-worth (Rubin & Thorelli, 1984).

Additionally, extrinsic benefits may compliment intrinsic motivations, allowing for continued participation in an activity. For example, by receiving compensation for volunteerism, the participant is able to offset costs of volunteering, such as money for transportation to the volunteer location. While external compensation is not the primary motivation, it does allow for continued participation in the activity (Rubin & Thorelli, 1984). Although external regulations may undermine intrinsic motivations, a higher perceived locus of control by the participant can be attained if the extrinsic rewards are fully integrated with the activity. This is termed “self-determined extrinsic motivation” (Deci & Ryan, 2000, pg. 39). As long as extrinsic motivations are perceived as supplemental to intrinsic motivations, the participant is likely to continue the activity, but if the extrinsic motivations become the dominant force in the individual, the activity is devalued and the participant seeks higher level of extrinsic compensation (Frey & Jegen, 2001). When initial motivations and motivations for continued participation differ, this can be attributed to motivation crowding (Frey & Jegen, 2001).

Motivation Crowding Theory

Motivation crowding is the influence of extrinsic rewards on an individual's intrinsic motivations (Frey, 1993; Frey & Oberholzer-Gee, 1997). It refers to the shift from the performance of an activity being its own reward to performing an activity to receive a separate reward (Frey, 1993). Proposed by Titmuss (1970) as a thesis in economics, motivation crowding theory was initially dismissed by economic experts, as it defied readily accepted principles of pricing. Such principles followed the assumptions the normal supply function would ensure as the price for donations increased, the quantity of donations would increase accordingly (Frey & Oberholzer-Gee, 1997). Contrary to those established theories, experiments indicated monetary compensation decreased the intrinsic motivation to donate, devaluing the activity (Titmuss, 1970).

Titmuss (1970) studied shifting motivations with blood donors. It was proposed as money was introduced as compensation for donating blood the intrinsic motivations for donations would be reduced. While his experiments supported the propositions, established economic theories of normal supply function contradicted this hypothesis. Because of these contradictions, the results of Titmuss' research were discounted in the field of economics for many years. However, decades later, researchers began to reexamine motivation crowding as a potential psycho-economic theory, blending psychological motivation theories with those of economics (Frey & Oberholzer-Gee, 1997). Motivation crowding has been historically more accepted by researchers in the field of psychology than those in economics (Grepperud, 2007).

While written long before the theory of motivation crowding was identified, an old Jewish fable illustrates the concept (Deci & Ryan, 1985). The story begins with an elderly Jewish shopkeeper in a small town with an active anti-Semitic clan. In attempts to rid the town of Jews, the clan leader sent a gang of young boys to taunt the shopkeeper, persisting until they succeeded in making the shopkeeper close his business. The boys would shout obscenities and racial slurs at the shopkeeper every morning and the shopkeeper began to consider leaving. One day, the shopkeeper decided to try a different approach. After the boys performed their routine taunts, the shopkeeper congratulated them on their efforts and gave each boy a dime, informing them he would continue to give a dime to each boy that taunted him. The boys were excited with their reward and returned the following day to continue their taunts, and, in turn, receive a dime. The shopkeeper waited for them to finish before informing them that he could only afford a nickel for each boy, stating a dime was too much reward anyway. The boys were still satisfied because they received a monetary reward for their efforts. When they returned and continued the routine the next day, the shopkeeper only gave a penny per boy. The boys were upset with the meager reward, but the shopkeeper stated that was all he would pay. The boys responded a penny was too small a reward and they would not perform the taunts if that was all they would receive. The shopkeeper held firm with the reward amount and the boys threatened never to perform again. The shopkeeper responded that was how it would be and the boys refused to return and perform their taunts, and the shopkeeper lived happily ever after.

The Jewish fable illustrated the concept termed “crowding out”. Crowding out occurs when the extrinsic rewards overpower intrinsic motivations, devaluing the activity itself (Frey & Jegen, 2001). Once financial compensation has been offered or increased, then decreased or removed, the intrinsic motivations will often not return the initial levels (Janssen & Mendys-Kamphorst, 2004), referred to as the “ratchet effect” (Frank, 2004, p. 125). In contrast to crowding out, crowding in is the introduction of extrinsic benefits as a supplement to intrinsic motivations. It enhances the intrinsic motivations, adding to the individual’s self-esteem and self-determination (Frey & Jegen, 2001).

Crowding out

While crowding out often occurs based on the introduction of rewards, it can also occur with the introduction of punishment or fines. For example, at one daycare for children, parents were often late picking up their children. To discourage the practice, administrators introduced an extrinsic punishment of a fine for tardiness. Parents used the fine to justify their behavior, paying the fine to receive longer childcare. Instead of reversing the detrimental behavior, crowding out occurred and the negative behavior was reinforced, with more parents leaving the children for longer periods. Even when the extrinsic punishment was removed, the behavior continued (Reeson & Tisdell, 2008).

Crowding out can occur in volunteerism and in employment, diminishing intrinsic motivations (Grepperud & Pedersen, 2006). In volunteerism, the introduction of extrinsic rewards can be considered controlling or coercive, indicating the activity is not valued by society. Such perception affects the self-image, reducing the effectiveness of the social function of volunteering (Grepperud, 2007). Extrinsic rewards can be perceived as

controlling if the reward is too large, resulting in overjustification, or if the activity was initially considered the reward. Through this controlling, participants feel manipulated (James, 2005). This controlling element may influence the motivations of mystery shoppers if the activity of mystery shopping is considered the reward, providing the foundation for initial motivations.

Crowding In

Crowding in of motivations is less likely to occur with standardized rewards, rather than incentives based on performance, as performance based rewards are viewed as controlling (James, 2005). Conversely, if the bonus is supplemental to intrinsic benefits, and is not perceived as controlling, crowding in can occur (Frey, 1993). For example, Barkema (1992) conducted a study with 131 Dutch managers paid bonuses for high achievement, concluding crowding in occurred with supplemental bonuses, mainly attributed to the support of social norms (as cited in Frey, 1993, p. 644). Performance-related pay has also been shown effective if the individual considers their performance to be of a high level, ensuring they will receive the reward (Frank, 2004).

Crowding in can occur if intrinsic motivations are initially minimal or nonexistent. Frey & Oberholzer-Gee (1997) studied communities introducing unwanted projects, namely radioactive waste dumps. In the communities exhibiting minimal intrinsic motivations to host these sites, monetary compensation did crowd in and project acceptance occurred. The study did reveal, however, the communities initially intrinsically motivated to host the sites crowded out when monetary compensation was introduced. The initial acceptance rate in two Swiss communities was 50.8%, but after

the introduction of extrinsic rewards acceptance dropped to 24.6%, with an increased compensation only gaining acceptance with one individual. The reduction in acceptance was attributed to an increased compensation equating to increased risk perception by the residents, crowding out initial intrinsic motivations (Frey & Oberholzer-Gee, 1997).

Motivation Crowding of Mystery Shopping

Motivation crowding may influence the motivations of a mystery shopper over time. Initial motivations to perform mystery shops may shift after the performance of a single mystery shop, as perceptions of the activity prior to performance may influence initial motivations. The first mystery shop is a critical shop because the perception of the activity can be compared to the actual performance of the activity once a mystery shop is performed. Initial motivations can vary among individuals, with some exhibiting dominant intrinsic motivations and others exhibiting dominant extrinsic motivations influencing the decision to begin participation in the activity. After the performance of the activity, motivations may shift according to the motivation crowding theory, causing the mystery shopper to crowd in or crowd out.

The mystery shopper will crowd in if the activity is found to have more intrinsic benefits than they expected or the intrinsic value of the activity is increased. The extrinsic rewards will then act as a supplement to the activity, with the performance of the activity remaining the primary reward. These intrinsic rewards could include positive emotions stemming from the activity, such as joy or excitement, or a perception of an increased quality of life due to mystery shopping. For mystery shoppers exhibiting predominant

extrinsic motivations initially, they could crowd in by receiving more intrinsic motivations from performance of the activity than they anticipated.

Conversely, the mystery shopper will crowd out if the extrinsic rewards associated with the activity are perceived as more important than the performance of the activity. Mystery shopping then becomes the vehicle for attaining the extrinsic benefits. The performance of the activity is devalued to the mystery shopper and intrinsic motivations diminish. This can occur if the perceived costs of the activity are higher after performance than they were initially envisioned, such as a heavier workload than anticipated. If the mystery shopper exhibited predominant extrinsic motivations initially, the increase of perceived costs can devalue the activity further, forcing a crowding out of motivations. Additionally, for mystery shoppers initially motivated by intrinsic rewards, the control related to extrinsic rewards may devalue the activity, also forcing a crowding out by extrinsic motivations.

Justification for Study

Through a review of literature from the fields of psychology and economics, a gap regarding the industry of mystery shopping has emerged. Much literature has been written concerning motivations of volunteers and the motivations of employees, yet mystery shoppers do not succinctly fall into either group. When reviewing literature on volunteerism, motivations were primarily altruistic, egoistic, and intrinsic. Extrinsic benefits were not a motivator until compensation was introduced, shifting from traditional volunteerism to paid volunteerism. This category of paid volunteerism is

similar to mystery shopping, yet many of the organizations utilizing mystery shopping would not label them as volunteers. The mystery shoppers sent by independent firms to evaluate a service encounter are often viewed as representatives of the firm, possibly viewed as actual employees.

Research concerning the motivations of employees does not fully apply to industry of mystery shopping either. As the majority of mystery shoppers are not full time or part time employees of the firms they represent, traditional motivations, such as employment benefits and social networking in the workplace, are practically non-existent. Mystery shoppers are often independent contractors. As such, they may have full-time employment separate from mystery shopping or work from home offices in spare time. Mystery shoppers are not bound to a specific schedule of hours or minimum number of evaluations to perform. Thus, research concerning employee motivations is not adequate to address the motivations of mystery shoppers.

Through this study, the motivations of mystery shoppers will be identified. Mystery shopping is becoming an accepted and highly utilized tool for service quality control. It can potentially affect the livelihood of the evaluated service providers, impact human resource and finance allocations, and provide benchmarks for performance. As such, the mystery shopping industry is worthy of scientific research. Through research and empirical support, the mystery shopping industry can gain credibility and acceptance.

This study will contribute to the paucity of literature relating to the mystery shopping industry. After the identification of mystery shopper motivations, they will be classified and pattern-matched to literature from the field of psychology. Through

pattern-matching to existing theories, a framework can be developed for the motivations of mystery shoppers. This framework will guide the first scale created to measure mystery shopper motivations. The Mystery Shopper Motivation Scale will be created to further the advancement of mystery shopping research. Through measurement of mystery shopper motivations, motivation crowding patterns may be identified. Economic literature regarding motivation crowding has recounted research on volunteers and employees. The introduction of compensation has been shown to influence the motivations of employees and volunteers, creating shifts in motivations to perform. This study will measure the mystery shopper's initial motivations that guided their decision to begin participation in mystery shopping compared to reported motivations after performance of the activity. Through empirical measurement, this study will determine if motivation crowding is applicable to the mystery shopping industry. Practical implications of the results could indicate a need for optimization of compensation in mystery shopping.

Chapter Summary

Mystery shopping has become an accepted method of performance measurement in many industries, such as travel and tourism, retail, banking, and healthcare. As an industry, its growth can be attributed to an increased organizational focus on service quality as a competitive advantage. As most of the participants in mystery shopping activities receive minimal compensation and perform the duties voluntarily, the motivations of mystery shoppers may mimic those of volunteers. Volunteerism is the ongoing and deliberate helping of others. The contributions of volunteers have significant

economic impacts on organizations, simultaneously improving morale and community spirit. The motivations to volunteer vary among individuals, but have been traditionally viewed as either intrinsic or extrinsic.

Intrinsic motivation stems from the participation in an activity being the primary reward. Intrinsic rewards, such as enjoyment in the activity or a perceived improvement in the individual's quality of life, can contribute to prolonged voluntary participation. In contrast, extrinsic rewards may devalue the same activity. Extrinsic rewards are separable from the activity, such as monetary compensation or social recognition. Often the activity is merely a vehicle for the attainment of the rewards. Such rewards have been shown to motivate only short-term and can be detrimental to intrinsically motivated individuals, as in the case of motivation crowding.

Motivation crowding is a shift in motivations based on the value of an activity. A participant can crowd in, meaning the intrinsic motivations are increased due to an increased value of the activity, or crowd out, meaning the activity has been devalued, often by the increase of extrinsic controls. Such perceptions affect an individual's desire to continue participation in a voluntary activity, possibly devaluing the activity enough to terminate participation. The theory of motivation crowding may be exhibited by mystery shoppers, with the measurement of motivations forming the foundation of this study.

CHAPTER THREE: METHODOLOGY

As identified in Chapters One and Two, the research design best matched to this study is a three-phase exploratory sequential design (Creswell, 2003, p. 215). Phase one was an exploratory qualitative study conducted with mystery shoppers. The objective of this phase was to identify and classify mystery shopper motivations based on motivation theory identified in the literature review then corroborated by interview data with mystery shoppers. The constructs identified were pattern-matched to existing motivation theory and utilized in scale development, performed in phase two. The scale was developed according to the eight stage process suggested by DeVellis (2003). Through the process, the Mystery Shopper Motivation Scale was developed and refined. Finally, phase three was a survey administration of the created scale to collect empirical data used to measure and analyze mystery shopper motivations. Questions concerning motivations were self-reported, with the participant prompted to recall initial and continued motivations for mystery shopping. Data was initially to be analyzed using a split-plots analysis of variance, but discoveries from the data dictated dependent t-tests be performed to determine shifts in shopper motivation from initial motivations to current motivations, as the mystery shopper exhibited both intrinsic and extrinsic motivations. This also produced surprising results whereby the research explored measuring motivations across varying degrees of experience. The initial research design is depicted in Figure 1, with the revised research design presented later in the chapter.

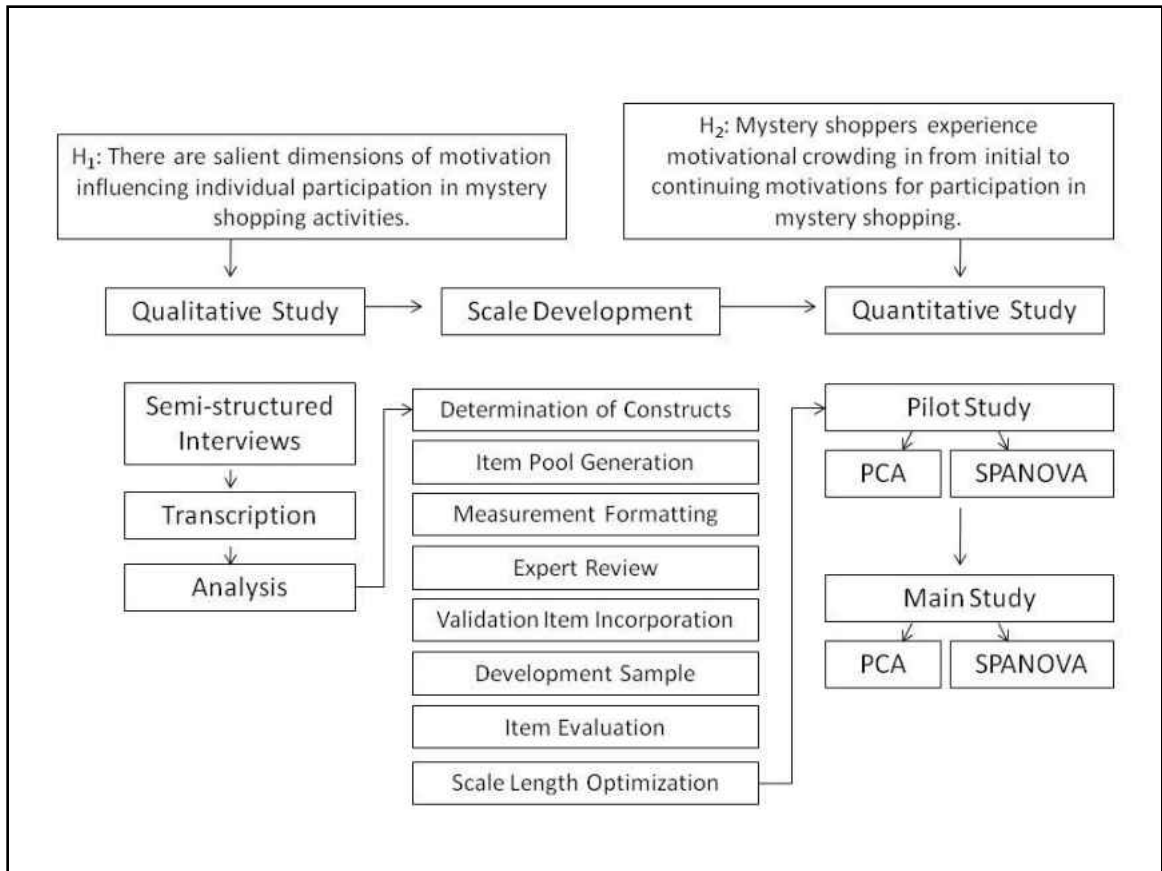


Figure 1: Initial Research Design

Qualitative Study

Qualitative interviews were conducted to determine motivations for becoming a mystery shopper and motivations for continuing to perform mystery shopping evaluations. Participants were recruited via direct email, with invitations sent to all 64 independently contracted mystery shoppers of an Orlando-based mystery shopping company. Of those receiving an invitation, 35.93% (23) of the mystery shoppers replied to the invitation. Through snowball sampling, an additional 4 mystery shoppers were included in the study, for a total of 27 participants. Participants were allowed to choose the most convenient interview location from a list of suggestions provided by the

researcher. A total of 62.96% (17) of the participants chose to be interviewed via telephone and 37.04% (10) of the participants chose to meet face to face in a university library study room. There was no compensation for participation in the qualitative study.

The interviews were semi-structured to allow for further qualification of answers. The structured portion of the interview was designed to identify constructs based on the literature review regarding the potential motivations of mystery shoppers. The unstructured portion was to allow for rich data capture of the true motivations espoused by the mystery shoppers. All interviews were digitally recorded on a handheld voice recording device, while the researcher hand wrote detailed field notes as well. Structured interview questions (Appendix A) were pre-approved by the Institutional Review Board (Appendix B).

During the interviews, participants were offered the chance to elaborate on responses and providing them the opportunity to add comments concerning mystery shopping motivations not directly solicited by the researcher. Participants were also provided the contact information for the researcher if they later determined they would like to disclose additional information; however, none of the participants initiated further contact. Post-interview the researcher performed complete verbatim transcription of the data. Audio recordings of the interviews were utilized during the transcription process, and then reviewed again for verification of transcription accuracy. All data were transcribed into a word processing software application prior to being uploaded into ATLAS.ti 5.2 qualitative analysis software.

Data was analyzed utilizing a grounded theory approach. Each interview was entered into ATLAS.ti 5.2 as a primary document within the hermeneutic unit. This unit enables analysis of the words, systematically coding the words to find trends and patterns of repeat words, then building a structure around what has been entered and recognized as a pattern (ATLAS.ti Scientific Software Development GmbH, 2008). The primary documents were reviewed for familiarization of the data prior to qualitative thematic analysis. The audio recordings of the interviews were reviewed on two separate occasions, once for transcription and again for verification. The interview transcripts were reviewed in their entirety three times. Initial reading was performed without data analysis, purely for familiarization. The second review was performed for coding purposes. Open coding began by breaking down the data for interpretation. The data was organized into conceptual categories, including beliefs, emotions, motivations, benefits, and costs. Identified themes of individual responses were then compared to themes recurring throughout the sample. Axial coding brought the data back together in identified themes and enabled the examination of themes between subjects by compiling the data according to themes identified. Themes were compared among individuals within the sample and again compared with motivation theory literature. The final review of the transcription was performed one month after coding, examining the documents for additional quotations to be integrated into the results.

Scale Development

Scale development for the measurement instrument in this study was conducted through an eight stage process as recommended by DeVellis (2003), constructing the

instrument in accordance with the general factor model. This model was chosen based on “its improved correspondence to real-world data” (DeVellis, pg. 25), as opposed to more stringent models, such as classical measurement or tau equivalency tests. Through the eight stages, the Mystery Shopper Motivation Scale was developed.

Stage One: Determination of Constructs

Both inductive and deductive scale development was conducted. Inductive scale development consists of identifying constructs for the scale through themes derived from individual interviews, while deductive scale development uses a classification system derived from theory to guide item generation (Hinkin, 1995). Results of the qualitative study conducted with mystery shoppers (presented in Chapter Four) were pattern-matched to the motivation theories. Based on the review of literature on employee and volunteer motivation, the dyadic categorizations of intrinsic and extrinsic motivations presented by Deci (1971), Ryan & Deci (2000), Benabou & Tirole (2003), and others (e.g., Amabile, DeJong, & Lepper, 1976; Baard, Deci, & Ryan, 2004; Borzaga & Tortia, 2006; Hibbert, Piacentini, & Dajani, 2003) guided the development of the Mystery Shopper Motivation Scale.

Stage Two: Item Pool Generation

Following the determination of constructs, an item pool was generated for the Mystery Shopper Motivation Scale. The initial item pool consisted of 80 items (Appendix C) under fourteen themes identified during the qualitative data analysis. Multiple items were generated for each classification in order to provide adequate redundancy and opportunity for reduction in subsequent stages (Table 4).

Table 4: Item Pool Distribution

Theme	No. of items generated
Income	5
Compensation	6
Escapism	8
Excitement	6
Undercover Aspect	2
Enjoyment	8
Personal Development	3
Learning Opportunity	4
Pride	7
Prestige	3
Impact	7
Exclusivity	7
Client Benefit	8
Mystery Shopping Company Benefit	6
Total Items	80

Stage Three: Measurement Formatting

An objective of measurement using the Mystery Shopper Motivation Scale is variability. If a scale lacks variability, its use is limited during analysis (DeVellis, 2003), yet too many answer choices can affect reliability (Krosnick & Fabrigar, 1997, p. 156). An optimal balance between reliability and variability must be achieved, and the objective of stage three is attaining enough variability to be accurate in measuring the dynamic nature of the construct while balancing the reliability of the instrument. As such, a 5-point Likert scale was utilized as the instrument response format to allow for variability in results. Likert scaling is a preferred measurement response when examining “opinions, beliefs, and attitudes” (DeVellis, p. 79), as such variables are latent and not directly measurable. Likert scaling offers a “discrete approximation of the continuous latent variable” (Clason & Dormody, 1994, p. 32). The 5-point Likert scale used in this

study contains a neutral midpoint, which has been shown to be the most accepted method among survey participants because it covers the range of opinions, including indifference (McDonald, 2004). The inclusion of a midpoint has been shown to contribute to a social desirability bias due to the participant's desire to avoid socially unacceptable results (Garland, 1991). The social desirability bias will be examined through the incorporation of an established social desirability measurement scale.

Stage Four: Expert Review of Item Pool

The item pool was subject to review by an expert panel. Panel members consisted of two mystery shopping company owners, one mystery shopping scheduler, six mystery shoppers, one hospitality industry faculty member, one doctoral student in the field of hospitality education, and one doctoral student in business administration. Reviewers were asked to rate the relevancy of each item to the construct intended and were instructed to comment on the clarity and conciseness of the wording. Additionally, reviewers were asked for recommendations of items that may not have been currently captured in the item pool that could offer improvement or allow for a better measurement of the mystery shopping motivation constructs identified. The panel members were asked to rank order each of the items, and from the rank order, the determinations of the top 2 to 3 items per construct were retained for the pilot instrument.

Stage Five: Inclusion of Validation Items

To account for social desirability in the survey, ten validation items (i.e., 5 items were reversed coded and 5 items were coded normally) were included in the final

instrument. A brief scale measuring social desirability designed by Strahan & Gerbasi (1972) was integrated into the final instrument (Table 5).

Table 5: Abbreviated Marlow-Crowne Social Desirability Scale

1. I never hesitate to go out of my way to help someone in trouble.
2. I have never intensely disliked anyone.
3. When I don't know something, I don't at all mind admitting it.
4. I am always courteous, even to people that are disagreeable.
5. I would never think of letting someone else be punished for my wrongdoings.
6. I sometimes feel resentful when I don't get my way. (R)
7. There have been times when I felt like rebelling against people in authority even though I knew they were right. (R)
8. I can remember "playing sick" to get out of doing something. (R)
9. There have been times when I was quite jealous of the good fortune of others. (R)
10. I am sometimes irritated by people who ask favors of me. (R)

(R) = Reverse coded

The scale has been previously validated and shown to have an average reliability coefficient of 0.62 (Strahan & Gerbasi, 1972). In the current study, reliability in the pilot sample was 0.75, with a coefficient of 0.77 in the main study. As the Mystery Shopper Motivation Scale will include items concerning motivation by extrinsic rewards, such as money or complimentary items, participants could provide socially desirable responses. The inclusion of the validation scale provided a measure of social desirability to examine

response bias. Results indicated responses were normally distributed (Figure 2), with a minimal positive skewness ($\gamma_1 = 0.03$) and a slightly leptokurtic excess kurtosis ($K = 0.11$) (Pallant, 2001). These findings indicate the data had minimal social desirability response bias.

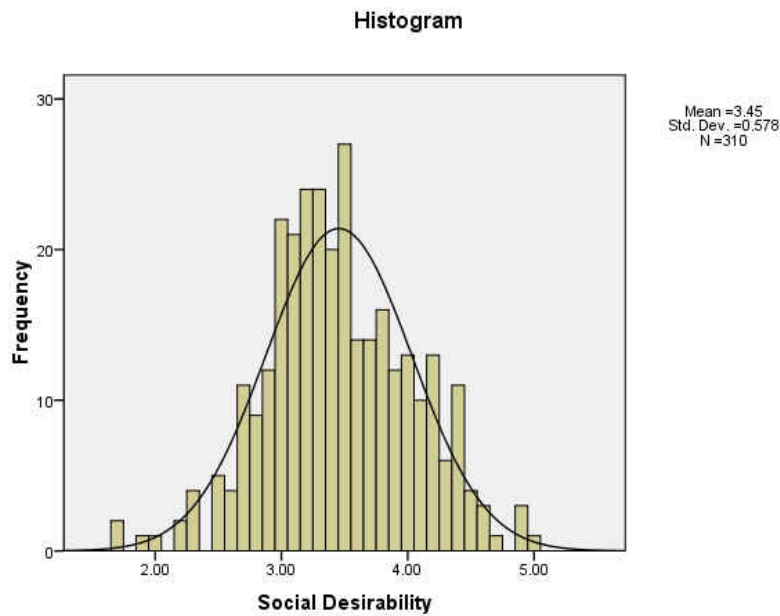


Figure 2: Social Desirability Distribution

Stage Six: Administration to a Development Sample

The scale was administered to a series of pre-test groups. The first pre-test group consisted of 12 mystery shoppers. Pre-test study participants were recruited through direct email. The email address database was obtained from an Orlando based mystery shopping firm that served clients nationally. Mystery shoppers in the database were geographically located throughout the United States. The mystery shopping company focused on serving clients primarily in the lodging industry; however, the mystery

shoppers registered in the database were independent contractors and were allowed to work for multiple companies serving various industries.

After the administration of the scale to the pre- test sample, data were reviewed for accuracy in collection and for inconsistencies in coding. Reliability of the overall scale for the first pre-test group indicated a high internal consistency, with a Cronbach's alpha of .87. Due to the small size of the pre-test group, factor analysis was not appropriate for validation. However, face validity was analyzed through qualitative comments submitted by participants. Each participant was asked to comment on the measurement instrument, noting ease of navigation, brevity, and question relevance to the mystery shopping industry. Based on participant comments, two major revisions to the instrument were performed:

- 1) Social desirability validation items were consolidated into a single section, rather than integrated throughout the survey.
- 2) To eliminate redundancy, measurements of initial motivations and continuing motivations were gathered within each question, rather than retaining a section for initial motivations and a separate section for continuing motivations.

The second pre-test group was comprised of 51 mystery shoppers from the same Orlando-based mystery shopping firm. The revised scale was administered to the group and very few comments on suggested revisions were received. As participants were accepting of the scale, the format was retained and the items were evaluated for reliability

and validity. Internal consistency of the revised overall scale was acceptable, with a Cronbach's alpha of .84. As with the first pre-test sample, factor analysis was not appropriate due to the small sample size, but was conducted with the pilot and main study data.

Stage Seven: Evaluate the Items

Validation of the Mystery Shopper Motivation Scale was performed with each sample. Due to the small pre-test samples, factor analysis was not an appropriate measure of the validity of the instrument in the pre-testing phase. In order to achieve face validity, participants were asked to comment on the comprehensiveness of items in relation to their motivations for mystery shopping. During pilot testing and the main study, the validity of the Mystery Shopper Motivation Scale was measured through principal component analysis to determine if the constructs were accurately measured (DeVellis, 2003).

Internal consistency of the Mystery Shopper Motivation Scale was conducted through the calculation of Cronbach's alpha. In the two pre-test groups, the reliability for the overall scale was .87 and .84, which is above the recommended .70 level of acceptability (Nunnally, 1978). Next, the central tendencies were computed and reported including the correlation matrix of the items, the item variance, the item means, the item standard deviations, and the variance of the items. This was done for the purpose of measuring the appropriateness of items in the developed scale (Pallant, 2001). The scale was then optimized in length to balance the length of survey with reliability.

Stage Eight: Optimize Scale Length

DeVellis (2003) recommends scale length optimization as the final stage in scale development. A balance between brevity and reliability should be attained. Reliability is improved with increased number of items, but this may unnecessarily burden the participant. Conversely, a very short scale has limited value if the reliability has been sacrificed (DeVellis, p. 97). All items were subject to reliability analysis (results presented in Chapter 4). When reviewing the reliability of each item in the scale, the Cronbach's alpha of the overall scale if the item was deleted was examined. In order to create a scale that was concise yet comprehensive, for each dimension, the item with the highest reliability measuring that dimension was retained. This resulted in a scale consisting of 14 items. After pre-testing, it was determined to eliminate questions from the initially developed scale in order to shorten the instrument. As a result, the reliability of the extrinsic motivation construct was lower than a normally acceptable value and two additional extrinsic items were added for the main study. As the reliability for extrinsic items was somewhat low, two additional extrinsic items were added for the main study. One of these items referred to amenities (Q12) while the other item referred to direct income from the activity (Q18).

Quantitative Methodology

Pilot Study

This portion of the study was designed to measure identified motivations for mystery shopping and examine adherence to the theory of motivation crowding.

Empirical results from the quantitative portion were gathered through pilot study and main study survey administration. The pilot study instrument contained 57 questions spanning 9 Internet pages. Data collection occurred from the third week of December 2008 through the second week of January 2009. Pilot study participants were recruited through direct email. The email address database was obtained from the same Orlando based mystery shopping firm from which the pre-test sample was drawn.

The email (Appendix D) explained the purpose of the study and invited voluntary participation without compensation. There were 402 database participants. Further scrutiny of the survey respondents identified the ineligibility of 8 participants because they had participated in both pre-testing and scale development. The list of shoppers was alphabetized and invitations were initially sent to the first 100 shoppers on the list. One email was returned undeliverable, resulting in 99 possible participants. After the invitation, 25.25% (25) participants completed surveys over a period of seven days.

The remaining 294 mystery shoppers in the database were sent the same invitation as those in the first group nineteen days later. Email invitations for 4 participants were returned undeliverable, leaving the total eligible sample of 290 participants. In keeping with the Tailored Design Method (Dillman, 2000, p. 369), after an initial response of 36.90% (107) participants, a follow-up email was sent to all database members (Appendix E), thanking those who participated and inviting non-participants to complete the survey. This resulted in an additional 15.89% (62) participants, for a total pilot study sample of 53.33% (208) participants. From the sample, 11 surveys were not usable due to incompleteness, resulting in 50.51% (197) analyzable surveys. The pilot study and main

study were both hosted online, on a secure server with SSL encryption. The instrument was constructed with Survey Monkey software and hosted on www.surveymonkey.com.

Main Study

To find the appropriate population for recruitment for the main study, four mystery shopper forum boards were identified as hosted on the Internet. The forums were free to gain registration and catered to the interests of mystery shoppers, with topics such as feedback on mystery shopping companies to contract with, tips on how to perform mystery shops, tax implications of mystery shopping income, and other miscellaneous topics of interest to mystery shoppers. To gain access, the primary researcher registered as a forum user and posted an invitation to participate in the study (Appendix F). The initial invitation was posted in January 2009, with data collection occurring over a two week period.

The response rate must be estimated due to incomplete information regarding membership to the four internet forums. Forum administrators claim over 36,000 members total from the four boards; however, a review of member listings indicated many users are no longer active and other memberships were created fraudulently. One measure of activity on the forum topic is the “read” value. Specifically, every time a user clicks the topic link, it is calculated as a read. In the four forums, the read values for the invitation were 1214 combined; however, this figure is inflated by multiple viewings by the same user. For example, the primary researcher accessed the topic 57 times to read responses to the topic and to post replies. A total of 35 comments from members were posted to the topic. By assuming those who posted comments accessed the topic at least

two times (once for the invitation and once to post their thoughts after taking the survey), the read number is reduced to 1087 ($1214 - 57 - 70 = 1087$).

In the same method as the pilot, the survey was hosted on www.surveymonkey.com. The main study instrument (Appendix G) consisted of 50 questions spanning 9 Internet pages. After 14 days posted, a total response was 332 surveys, indicating an approximate response rate of 30.54% based on the conservative estimate of the number of mystery shoppers reading the invitation. Of the completions, 17 surveys were not usable due to incompleteness, reducing the usable sample to 315 participants (28.98% response rate). In order to keep relevance to the topic, the researcher posted replies periodically to respondents, reordering the topics to keep the invitation located near the top of the forum board, as newly posted items arrive at the top of the forum and older items naturally reduce in order as new items are posted. An influx of participants occurred with each posting, beginning with 78 participants upon initial invitation, 67 participants after the first posting of appreciation, 35 participants on the third day after an additional post, with fewer participants after each subsequent post. Tests for non-response bias were performed, examining the demographics based on timing of survey completion. The education level, income, age, gender, and mystery shopping employment status was compared for initial survey participants, those participating after further prompting, and those completing the survey at the end of the data collection period after the forum board interactions were complete. The data was analyzed between groups using an analysis of variance statistical procedure.

Analysis

Analysis of the data was performed to investigate the second hypothesis presented in the study:

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

The initial research design included a split-plots analysis of variance (SPANOVA) to examine mystery shoppers with dominant intrinsic motivations in a separate group than those with dominant extrinsic motivations. Based on pre-testing data, this design was found to not be appropriate due to the inability to succinctly divide participants into groups divided by dominant motivations. This discovery led to a revised research design (Figure 3), replacing the SPANOVA with dependent t-tests to examine shifts from initial motivations to continuing motivations.

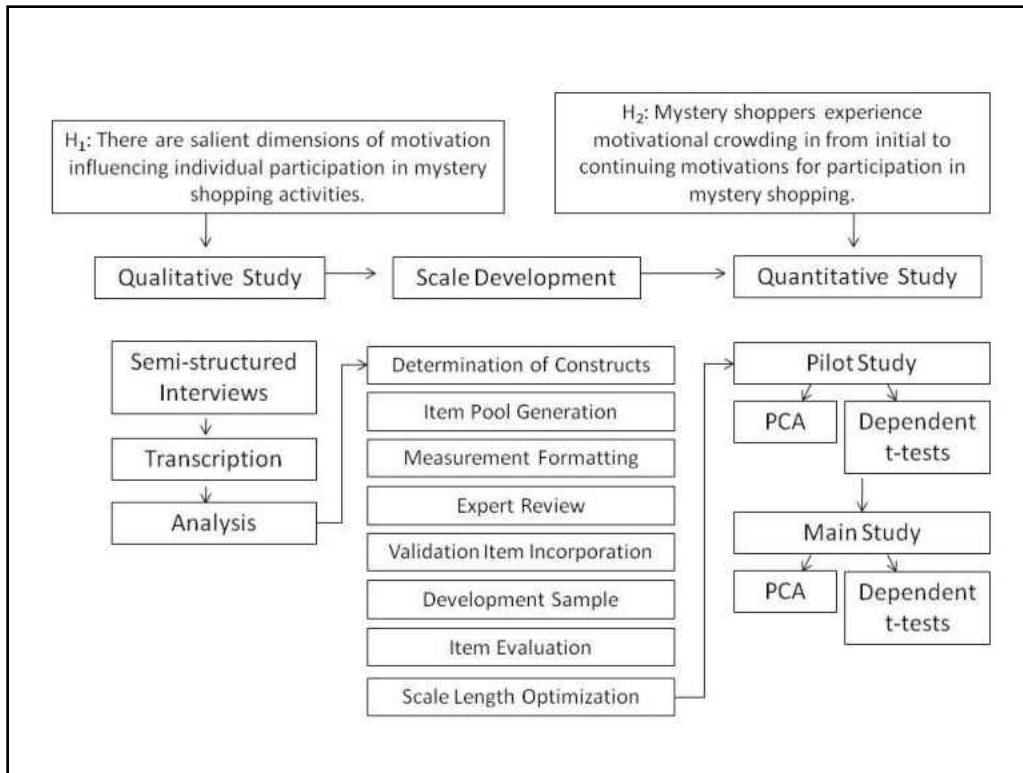


Figure 3: Revised Research Design

Motivation crowding was determined through examination of mean scores for intrinsic motivations and extrinsic motivations reported to be experienced initially, prior to conducting any mystery shops (IM_I, EM_I), to after completion of at least one mystery shop (IM_C, EM_C). Statistically significant differences in means between the two time periods were interpreted as shifts in mystery shopper motivations. Crowding in was interpreted through the following assumption:

If intrinsic motivations reported prior to mystery shopping are supplemented by extrinsic benefits, an increase in intrinsic benefits may occur. This is formulated as:

$$IM_I < IM_C$$

This shift in motivation supports “crowding in,” with extrinsic motivations supplementing intrinsic motivations, rather than detracting from the value of the activity and intrinsic motivations becoming the dominant incentive for continued participation in mystery shopping.

Conversely, crowding out was determined with the following assumption:

If intrinsic motivations reported prior to mystery shopping are devalued by extrinsic benefits, they decrease after completion of at least one mystery shop.

This is formulated as:

$$IM_I > IM_C$$

This shift in motivation supports “crowding out,” with extrinsic motivations remaining the dominant incentive for continued participation in mystery shopping, ultimately devaluing the activity for the mystery shopper.

If intrinsic or extrinsic motivations neither increase nor decrease from initial to continuing participation, it will be assumed to be crowding neutral.

As discussed above, unanticipated results of increased extrinsic motivations in mystery shoppers in the pilot study prompted the creation of a third hypothesis:

H₃: The direction of motivation crowding is dependent on the mystery shopper’s level of experience.

H_{3a}: Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.

H_{3b}: Mystery shoppers who have performed between 10-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.

H_{3c}: Mystery shoppers who have performed 25 or more mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.

Chapter Summary

This study employed a mixed methodology, utilizing an exploratory sequential design. Beginning with the qualitative approach of grounded theory research, mystery shopper motivations were identified and classified. In order to measure such motivations, a scale was developed and tested through empirical survey administration. Data collected in the survey was analyzed via dependent t-tests. This allowed for analysis of motivations over a period of time, illuminating shifts in motivation possibly attributed to motivation crowding.

The qualitative portion of this study was conducted as grounded theory research to determine common themes of mystery shopper motivations, with subsequent pattern-matching to these theories. Themes were identified and pattern-matched to existing motivation theories, providing a framework for mystery shopper motivations. Results

were presented utilizing a functional perspective, which focused on “the reasons and purposes, the needs and goals, the plans and motives that underlie and generate psychological phenomena” (Snyder, 1993) in the context of mystery shopping motivations in this case. Qualitative results were analyzed and applied to the development of a Mystery Shopper Motivation Scale.

To develop the Mystery Shopper Motivation Scale, a determination of constructs to be measured was derived from the qualitative themes identified in phase one. Next, a pool of potential items to be used for scale measurement was developed with multiple questions developed to measure identified constructs. The item pool consisted of approximately 80 items, allowing for room for data reduction for the determination of the final scale. The measurement scale associated with each item was determined, with the objective of achieving maximum variability in response scores. Once the item pool was generated, it was reviewed by a panel of experts from academia and the mystery shopping industry. Reviewers reviewed items for face validity and relevance to constructs. In addition to generated items based on the constructs determined during the qualitative portion of this study, demographic and validation items were added to the questionnaire.

Three rounds of data collection, including the final survey administration, purified the instrument through factor analysis and reliability assessment. Initial testing of the instrument was conducted with 63 mystery shoppers. The scale was then optimized for appropriate length and item inclusion. Pilot testing was performed with 208 current mystery shoppers. This iteration included exploratory factor analysis to identify

dimensions proposed during phase one. Finally, data was analyzed to determine motivation crowding. Dependent t-tests were utilized to determine shifts in intrinsic and extrinsic motivations that occur from initial to continuing motivations for participation in mystery shopping activities. Results of the analysis were then classified as crowding in or crowding out.

CHAPTER FOUR: RESULTS

Measurement of the two proposed hypotheses was conducted through both qualitative and quantitative analysis. Qualitative interviews were first conducted to determine the constructs that comprise mystery shopper motivations, addressing the first proposed hypothesis:

H₁: There are salient dimensions of motivation influencing individual participation in mystery shopping activities.

The first hypothesis measured motivations qualitatively. Results of these interviews guided the development of the Mystery Shopper Motivation Scale, which was utilized to quantitatively measure the identified constructs of motivation, as well as determine the presence of motivation crowding, reflected in the second hypothesis:

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

To test the second hypothesis, dependent t-tests were performed on the dependent variable of continuing motivations, with initial motivations measured as the independent variable. As the results unfolded, the proposed hypotheses were subject to evolution, with additional alterations to the research design performed. This chapter discloses the results of the planned study, as well as unanticipated findings that resulted in further analysis and modification of the study.

Qualitative Study

The qualitative study sample contained a total of 27 participants. It was comprised of 62.96% (17) participants employed in the hospitality industry (12 full-time, five part-time), 11.11% (3) participants employed in healthcare, 3.70% (1) participants employed in the music industry, 3.70% (1) participants employed in real estate, 3.70% (1) part-time undergraduate student, 11.11% (3) full-time undergraduate students, 11.11% (3) full-time graduate students, and 11.11% (3) homemakers. None of the participants considered themselves full-time mystery shoppers (*Note: The total percentage of the employment demographic is greater than 100% due to participants having multiple jobs and/or maintaining employment during education*).

Twenty six participants in the study cited enjoyment of mystery shopping as a primary motivation for participation in the activity. For 40.74% (11) of the participants the opportunity to escape from everyday activities provided the enjoyment. Some mystery shoppers invented stories as to the purpose of their visit, creating an alter ego. The break from reality is a form of escapism for the mystery shopper, pausing the issues and complexities of normal life to make way for a more ideal standard of living. One participant said she was looking for "...a break from my regular life. To go to a place and pretend to be someone else and just kind of spoil myself a little bit with a nice little hotel stay." Adding to the enjoyment of the activity was the excitement element of being "undercover." As one male participant stated,

Well, actually I think it goes back to childhood. A lot of boys like the James Bond types of movies. Kind of like secret, like an undercover agent.

I think that's something that appealed to me and that's why I wanted to do it.

The excitement of the experience was a recurring theme among participants. Participants stated they were excited to perform shops due to the anticipation of the experience and the fast pace of the encounters. Although the pace and workload are also perceived costs, the anxiety was also mentioned to be stimulating and interesting. Conversely, 11.11% (3) of the participants considered the mystery shop to be a form of relaxation. All three of these participants had performed multiple shops and did not need to exert as much effort to the workload as the inexperienced mystery shoppers. One participant stated she enjoyed "checking into the hotel and heading straight for the pool." Another participant mentioned the relaxation of being away from family members, stating, "It is not too far away, but far enough away so our family can't bother us."

The desire to receive complimentary services and monetary compensation compelled 92.59% (25) of the participants' initial motivations, and continue to support the motivations of 85.16% (23) of the participants. Extrinsic benefits were perceived as a stronger motivator for becoming a mystery shopper when participants had minimal prior knowledge of the practice. Although one participant jokingly referred to the "free soap and shampoo" from the hotels, others spoke of a free hotel stay as all the compensation they desired. One participant expressed their initial surprise of monetary compensation offered in addition to free meals and a "mini-vacation." Only 7.41% (2) of the participants voluntarily cited monetary compensation as a motivating factor; however, once prompted, 59.26% (16) of the participants admitted the influence of money as

linked to their participation in some capacity. One participant noted he regarded it as incremental, adding up slowly over time, equating to “a cell phone bill or gas money.”

Beyond monetary and tangible compensation, the opportunities for learning and personal development are strong extrinsic benefits. As 62.96% of the mystery shoppers in the sample work within the hospitality industry, experiencing the encounters from the guest perspective provides new insights into management techniques. One participant said, “I like seeing how different people handle different situations and seeing how different companies handle service failures and service successes.”

Approximately 11% (3) of the participants were graduate level hospitality students. They noted the opportunity to see management techniques in practice in the field. Others had worked in one segment of the industry, for example the restaurant segment, and through mystery shopping, experienced the hotel industry. As mystery shopping templates are based on the standard operating procedures of the hotel, participants gained new insight into lodging operations.

A mystique continues to surround the practice of mystery shopping, and motivations stem from the novelty and perceived prestige of participation. When asked about the reactions they received from family and friends when they disclosed their participation in mystery shopping, many participants became visibly happy, smiling as they recounted the reactions. Participants alluded to the feelings of exclusivity related to mystery shopping, particularly in high quality hotels. While the benefit of a complimentary stay in a high quality hotel is fundamentally extrinsic, the inner feeling of superiority is reflected by one participant.

I also felt, kind of, rich. We don't normally stay in hotels and if we do, we never get room service and eat in all the restaurants. It was fun to spend money at a hotel knowing that I will get it back.

Although no participant outwardly admitted to feelings of power, many participants alluded to the illusion of power over the fate of hotel employees. One participant stated,

...it is a lot of fun to kind of go undercover and catch people doing something really good, above what is normally expected of them and sometimes, to catch them doing something they're not supposed to do. Tattling, I guess.

Over 77% (21) of the participants recognized the direct benefits to the companies they service. The primary purpose of assisting hotel management in quality assurance is reflected in statements made by participants. Participants who had performed more than five mystery shops were more likely to mention direct hotel benefits. One participant who had performed over ten mystery shops noted other benefits to the hotel, such as indirect marketing to the mystery shopper,

I also think there is an added benefit, it may be very small, but I have actually recommended hotels to friends or people who are coming down and looking for places to stay based on these shops I have done.

One participant noted benefits to customers of the hotel using the service. She noted the customers benefit from the elevated level of quality attained through management's

response to the mystery shops. She also mentioned if she is experiencing the service failures and physical product defects (e.g., inoperable room fixtures, damaged amenities, etc.), the next guest will be spared the negative experience. She perceives a duty to improve the experience of future guests by bearing the burden herself.

While many shoppers noted the direct benefits to hotels, 18.52% (5) of the participants noted the benefit to the company contracting the mystery shoppers. They mentioned assisting the company by performing superior work, “building the reputation of a small company” through “consistency” and “detail.” One mentioned this to be a “symbiotic” relationship, as the company grows and is contracted for more mystery shops, she will get the opportunity to perform shops with more frequency. She stated it was “a win/win situation for everybody.” Another participant noted benefits to all stakeholders (e.g. the mystery shopping company, the mystery shopper, and the hotel) in the mystery shopping relationship. His perception was that the hotel received more benefits than the mystery shopper received. This epitomizes the concept of altruistic benefits, with the participant noting,

I think everyone benefits, it’s just how much they benefit. I think the person that probably benefits the least would be the shopper. They get the tangibles that are right there. Of course the (mystery shopping) company that is doing the shop, this is their business. So obviously every repeat customer benefits them. But I think the entity that benefits the most is the hotel. Because you can’t fix what you can’t measure. And we are there to measure the things that need to be fixed.

As participants discussed the benefits attained through mystery shopping, they also revealed the associated costs. Close to 93% (25) of the participants noted some form of anxiety related to mystery shopping. For some, this anxiety stemmed from perceived pressure to accurately record every detail of the transaction. The high workload, coupled with the fast pace of service encounters, made shoppers nervous and “panicky”, as excitedly reflected upon by one shopper,

We wanted to make sure we were getting all the information for the company, you know, so it was interesting, you know, because it was all happening so fast and we were trying to catch people’s names and things like that. So, you know, we just wanted to do a good job.

In addition to the workload and pace, language barriers and faulty communication devices unexpectedly added to the anxiety level:

While making a phone call, I haven’t really thought about being on the phone and not being able to understand people with accents or when they say what their name is, not understanding and trying to get their name without having to ask three or four times.

Finally, one shopper noted another form of anxiety or guilt which he did not anticipate encountering. At times, he was embarrassed to have so many “issues” for the staff to resolve. Prior to performing his first mystery shop, he anticipated measuring experiences with the service staff and quantifying the guest room standards, but did not anticipate causing trouble for staff members. He felt guilty for creating problems and declared,

I didn't expect to be such a nuisance as I perceive myself to be after having to make all the calls, maintenance and housekeeping and everything. So I felt like one of those problem guests that comes to the hotel every once in awhile that everybody has to deal with. But I just realize it's just what I am there to do, so I don't let it bother me.

While some mystery shoppers mentioned the prestige of the activity among family and friends, others felt a need to defend the practice and their participation. Society places value on activities that garner extrinsic rewards (monetary compensation), while intrinsically motivated activities are minimized (Ryan & Deci, 2000). One participant noted,

Every once in a while, I feel like I have to defend myself. My family thought I should be spending my time on other things, more important things. Like school or my regular job. They asked how much I get paid for this, and when I told them, they thought it was a waste of time. They just don't get it.

The reduction in personal time was mentioned as a perceived cost by the majority of participants (88.89%). When asked what would cause them to discontinue performing mystery shops, the response usually regarded the time commitment involved. Most felt the activity was still easily inserted into their schedule and did not foresee the issue presenting itself in the immediate future. However, every participant expressed the

workload as much higher than anticipated prior to becoming a mystery shopper.

Reflecting on her first mystery shop, one participant stated,

I thought I would answer a bunch of yes/ no questions and that would be all. Instead the report, the first report I did, probably took me 10 hours. I was surprised at how little time there was to sit around and do nothing in the hotel. I was constantly evaluating one department after another.

The perceived costs of mystery shopping are currently less than the perceived benefits for all participants in the sample, with all 27 participants intending to continue the practice for the immediate future.

Thematic analysis of the qualitative data indicated the emergence of fourteen separate themes. In order of descending occurrence in participants, the themes are: Enjoyment, Excitement, Compensation, Client Benefit, Undercover Aspect, Impact, Learning Opportunity, Personal Development, Income, Pride, Exclusivity, Prestige, Escapism, and Mystery Shopping Industry Benefit. Based on previously published psychology literature reviewed, these themes were then classified under the dyadic categorizations of intrinsic or extrinsic motivations (Table 6). This classification was necessary for subsequent analysis to determine whether or not the different types of motivation crowding suspected as identified from the literature and the current knowledge of mystery shopping would or would not occur.

Table 6: Themes of Mystery Shopper Motivations

Intrinsic Motivations	Extrinsic Motivations
Enjoyment	Compensation
Excitement	Income
Client Benefit	Pride
Undercover Aspect	Exclusivity
Impact	Prestige
Learning Opportunity	
Personal Development	
Escapism	
Mystery Shopping Industry Benefit	

The Mystery Shopper Motivation Scale will attempt to provide for the quantitative measurement of the identified themes, comparing initial intrinsic motivations for mystery shopping and extrinsic motivations for mystery shopping with continuing motivations for mystery shopping.

Pilot Study

The pilot study was conducted in the last two weeks of December 2008 and first week of January 2009. The survey was conducted online, with participant recruitment performed through direct email. Demographic information of the sample is reported in Table 7.

Table 7: Pilot Study Demographics

Gender	Female	119	57.21%	Marital Status	Married	88	42.31%
	Male	28	13.46%		Not Married	57	27.40%
	Do not wish to answer	61	29.33%		Do not wish to answer	63	30.29%
	Total	208	100.0%		Total	208	100.0%
Age	18-24 years	7	3.37%	Annual Household Income	≤ \$19,999	6	2.89%
	25-34 years	27	12.98%		\$20,000-\$39,999	18	8.65%
	35-49 years	47	22.60%		\$40,000-\$59,999	31	14.90%
	50-64 years	64	30.76%		\$60,000-\$79,999	30	14.42%
	Over 64 years	3	1.44%		≥ \$80,000	49	23.56%
	Do not wish to answer	60	28.85%		Do not wish to answer	74	35.58%
Total	208	100.0%	Total	208	100.0%		
Education	High school	1	0.48%	Children	Children living in home	89	42.79%
	Some college	5	2.30%		No children living in home	56	26.92%
	2-year degree	3	1.44%		Do not wish to answer	63	30.29%
	4-year degree	20	9.62%		Total	208	100.0%
	Master's degree	44	21.15%				
	Doctoral degree	25	12.02%				
	Other (Certificate)	23	11.06%				
	Do not wish to answer	87	41.83%				
Total	208	100.0%					

Data Analysis

Reliability of the Mystery Shopper Motivation Scale in the pilot study was measured through the computation of a Cronbach's alpha coefficient. Results indicated the scale had good internal consistency with a coefficient of .777 (N = 184). The removal of one extrinsic motivation item (Q 17) would have increased the overall reliability slightly (Table 8); however, the item was not removed as the minimal increase in reliability did not justify the further loss of items measuring extrinsic motivations. Cronbach's alpha for individual dimensions within the multidimensional scale were measured and were of acceptable ranges from .802 for intrinsic motivation items and .722 for extrinsic motivation items.

Table 8: Reliability Analysis of Mystery Shopper Motivation Scale

	Item number	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
MS Company benefit	7	54.12	44.59	.387	.767
Enjoyable activity	6	54.63	44.06	.379	.766
Learning Opportunity	19	54.72	41.94	.436	.760
Excitement	18	54.95	39.37	.627	.742
Undercover Aspect	10	54.97	41.15	.479	.756
Personal Development	11	54.43	42.87	.454	.760
Escapism	9	54.88	40.68	.461	.757
Client Benefit	12	54.05	44.43	.482	.764
Impact	15	54.43	42.50	.512	.757
Prestige	13	54.91	41.59	.330	.771
Exclusivity	16	55.12	42.16	.306	.773
Pride	14	55.23	38.84	.591	.743
Monetary Influence	8	54.54	42.70	.317	.770
Income	17	54.98	43.76	.204	.782

The 14 items in the Mystery Shopper Motivation Scale (MSMS) were explored through principal components analysis (PCA) utilizing SPSS 16.0. Inspection of the correlation matrix indicated numerous coefficients greater than .3 (Table 9). The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value was .767, with Bartlett's Test of Sphericity indicating statistical significance ($p < .05$). These figures supported the appropriateness of the factor analysis procedure.

Table 9: Correlation Matrix

	Q7	Q6	Q19	Q18	Q10	Q11	Q9	Q12	Q15	Q13	Q16	Q14	Q8	Q17
MS Company Benefit (Q7)	1													
Enjoyable activity (Q6)	.315	1												
Learning Opportunity (Q19)	.216	.237	1											
Excitement (Q18)	.200	.392	.473	1										
Undercover Aspect (Q10)	.165	.311	.454	.596	1									
Personal Development (Q11)	.331	.203	.577	.384	.296	1								
Escapism (Q9)	.165	.348	.403	.546	.450	.347	1							
Client Benefit (Q12)	.451	.216	.324	.265	.347	.341	.223	1						
Impact (Q15)	.408	.152	.357	.289	.253	.413	.198	.399	1					
Prestige (Q13)	.090	.176	-.003	.197	.114	.006	.113	.081	.207	1				
Exclusivity (Q16)	.013	.143	.077	.166	.054	.050	.077	.110	.208	.482	1			
Pride (Q14)	.178	.343	.135	.435	.329	.241	.331	.182	.351	.510	.330	1		
Monetary Influence (Q8)	.200	.045	.045	.118	.085	.195	.150	.265	.228	.137	.157	.186	1	
Income (Q17)	.145	-.002	.042	.123	.078	.238	.179	.183	.220	.107	.049	.113	.511	1

Correlations > .30 are notated in **bold**

Analysis of the data revealed four components with Eigenvalues greater than 1, providing a cumulative 60.01% of the total explained variance (Table 10), with components 1–4 individually explaining 27.99%, 12.83%, 11.19%, and 7.99% of the remaining explained variance.

Table 10: Unrotated Factor Loadings

	Item number	Component 1	Component 2	Component 3	Component 4
MS Company Benefit	7	.504			-.569
Enjoyable activity	6	.535			
Learning Opportunity	19	.634		-.408	
Excitement	18	.745			
Undercover Aspect	10	.651			
Personal Development	11	.629			
Escapism	9	.637			
Client Benefit	12	.584			-.404
Impact	15	.617			
Prestige	13			.760	
Exclusivity	16			.672	
Pride	14	.611		.502	
Monetary Influence	8		.713		
Income	17		.713		

Values <0.40 are suppressed

All items in Component 4 loaded stronger and positively on other factors. Based on the screeplot (Figure 4) and initial factor loadings, it was decided to retain three components for further investigation.

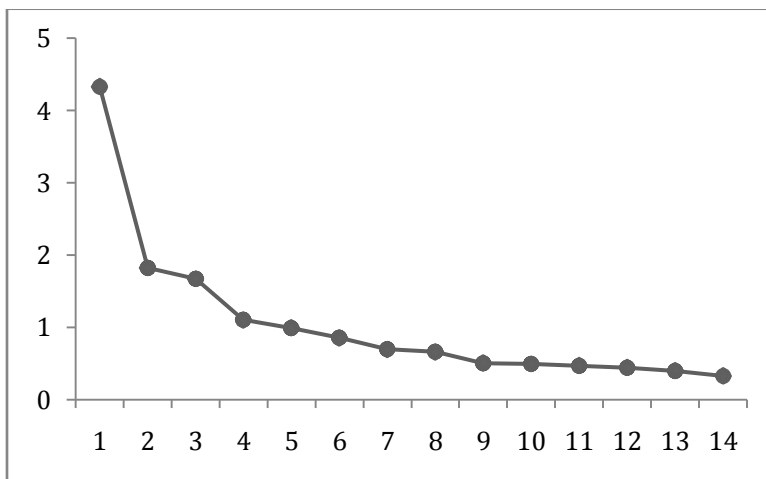


Figure 4: Screeplot of Initial Loadings

Orthogonal rotation was performed using three components. Rotation is performed in order to enhance interpretation of the components (Pallant, 2001, p. 154). In particular, Varimax rotation was chosen because it does not require the components to be correlated and the factors tend to have a high loading on only one or few components (Stevens, 2002, p. 391). The Varimax rotated solution indicated each individual item loaded strongly on only one component (Table 11).

The items in Component 1 all related to intrinsic motivations as expected based on the review of literature, thus Component 1 will be referred to as Intrinsic Motivations. All items in Component 2 related to egoistic motivations as expected based on the review of literature, thus Component 2 will be referred to as Egoistic Motivations. All items in Component 3 related to extrinsic motivations as expected based on the review of literature, thus Component 3 will be referred to as Extrinsic Motivations. The three factor solution provided 52.41% of the explained variance, with Intrinsic Motivations adding 25.33% of the explained variance, Egoistic Motivations adding 14.29% of the explained variance, and Extrinsic Motivations adding 12.91% of the explained variance.

Table 11: Rotated Factor Solution

	Item number	Intrinsic	Egoistic	Extrinsic
MS Company Benefit	7	.476		
Enjoyable activity	6	.509		
Learning Opportunity	19	.762		
Excitement	18	.733		
Undercover Aspect	10	.693		
Personal Development	11	.671		
Escapism	9	.649		
Client Benefit	12	.558		
Impact	15	.403		
Prestige	13		.831	
Exclusivity	16		.740	
Pride	14		.710	
Monetary Influence	8			.765
Income	17			.758

Values < .40 are suppressed

A set of dependent t-tests were conducted on the initial and continuing motivations of the mystery shoppers (Table 12). While every variable showed some increase from the initial motivation level to the continuing motivation level, Excitement, the Undercover Aspect, Enjoyment, and Income did not show statistical significance from initial to continuing motivations. Tests of normality suggested a violation of normal distribution, with $p < .05$ for intrinsic and extrinsic motivations, but examination of skewness ($IM_C = -.512$, $EM_C = -.620$) and kurtosis ($IM_C = -.239$, $EM_C = -.300$) indicated relatively normal distribution of the dependant variable. The violation of normality is common in large sample sizes (Pallant, 2001, p. 58).

Table 12: Dependent T-tests for Initial (I) and Continuing (C) Motivations

	Item number	Mean	SD	T	Sig. (2-tailed)	Eta squared
MS Company Benefit- I	7	4.08	.798	-8.39	.000*	.27
C		4.59	.570			
Enjoyable activity- I	6	4.02	.845	-1.50	.137	.01
C		4.13	.672			
Learning Opportunity- I	19	3.67	.788	-11.10	.000*	.39
C		4.29	.766			
Excitement- I	18	3.75	.806	-1.54	.125	.01
C		3.85	.967			
Undercover Aspect- I	10	3.80	.882	-1.20	.231	.01
C		3.87	.941			
Personal Development- I	11	3.43	.817	-12.61	.000*	.45
C		4.31	.828			
Escapism- I	9	3.61	.982	-3.50	.001*	.06
C		3.86	1.08			
Client Benefit- I	12	4.15	.792	-9.20	.000*	.30
C		4.69	.495			
Impact- I	15	3.45	.944	-6.49	.000*	.44
C		3.88	1.22			
Prestige- I	13	3.01	1.01	-11.25	.000*	.39
C		3.88	1.16			
Exclusivity- I	16	3.50	1.03	-2.93	.004*	.04
C		3.66	1.11			
Pride- I	14	3.25	.782	-3.46	.001*	.06
C		3.48	1.08			
Monetary Influence- I	8	3.80	1.00	-4.80	.000*	.11
C		4.18	1.00			
Income- I	17	3.74	.965	-6.99	.485	.00
C		3.79	1.13			

* = significance level of $p < .05$.

5-point Likert scale utilized (1=strongly disagree; 5=strongly agree)

The variables were grouped into intrinsic and extrinsic motivations for analysis of motivation crowding, the objective of the second hypothesis:

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

As Deci & Ryan (2002) explained, egoistic motivations are well-internalized extrinsic motivations and as such, for analysis of motivation crowding, they are examined as part of extrinsic motivations. When grouped, the difference between the mean for initial intrinsic motivation ($\bar{x} = 3.39$) and continuing intrinsic motivations ($\bar{x} = 3.71$), and the

difference between the mean for initial extrinsic motivation ($\bar{x} = 3.76$) and continuing extrinsic motivations ($\bar{x} = 4.00$) both showed statistical significance ($p < .05$) and positive increases. As the increase in extrinsic motivations was contrary to the review of literature and pre-test results, a mixed between-within subjects analysis of variance was performed using mystery shopping experience as a grouping variable. This technique allows for analysis of results between participant groups based on mystery shopping experience, and within groups based on motivations (Pallant, 2001, p. 207).

Experience of the mystery shopper was collected by the participant reporting the number of shops performed under the categories of hotel, restaurant, cruise line, retail, auto dealerships, grocery store, cell phone distributors, healthcare, theme park, casino, and other. The participant was provided an open-ended question to report types of business and frequency of shop when “other” was chosen. Shops of all categories were added together to determine total number of shops performed. The total was then transformed into 6 groups for between group analysis: (1) 0-9 shops performed, (2) 10-24 shops performed, (3) 25-49 shops performed, (4) 50-74 shops performed, (5) 75-99 shops performed, and (6) 100 or more shops performed. Next the participants were asked their motivation levels. After that, Intrinsic Motivations and Extrinsic Motivations were compared based on the number of shops performed. The mean Intrinsic Motivations and Extrinsic Motivations were compared between and within groups using a mixed between-within analysis of variance (Table 13).

Table 13: Changes in Intrinsic Motivations (IM) and Extrinsic Motivations (EM)

Group	IM _i	SD	IM _c	SD	EM _i	SD	EM _c	SD
0-9 shops (N=20) ^{a,b}	3.60	.439	3.76	.416	3.72	.759	3.43	.583
10-24 shops (N=16) ^{a,b}	3.47	.484	3.66	.717	3.27	.871	3.13	.797
25-49 shops (N=11) ^{a,b}	3.21	.639	3.71	.537	3.70	.971	3.91	1.096
50-74 shops (N=24) ^{a,b}	3.48	.536	3.91	.377	3.77	.525	4.21	.855
75-99 shops (N=40) ^{a,b}	3.16	.495	3.64	.490	3.78	.718	4.25	.683
100 or more (N=82) ^{a,b}	3.36	.420	3.71	.421	3.89	.823	4.20	.622
Total (N=193)	3.36	.483	3.72	.467	3.72	.759	3.43	.583

5-point Likert scale utilized (1=strongly disagree; 5=strongly agree)

^a Significant main effect for time ($p < .05$)

^b Significant group \times motivation interaction ($p < .05$)

_i Initial motivations

_c Continuing motivations

For intrinsic motivations, there was a statistically significant main effect for time, with Wilks' Lambda = .726, $F(1, 192) = 67.42$, $p < .005$, $\eta^2 = .274$. There was no statistically significant interaction effect between time and experience level for intrinsic motivations (Wilks' Lambda = .952, $F(1, 192) = 1.81$, $p = .112$, $\eta^2 = .048$). Extrinsic motivations also indicated a statistically significant main effect for time, with Wilks' Lambda = .961, $F(1, 192) = 7.62$, $p = .006$, $\eta^2 = .039$. Additionally, there was a statistically significant interaction effect for time and groups for extrinsic motivations (Wilks' Lambda = .885, $F(1, 192) = 4.85$, $p < .005$, $\eta^2 = .115$).

Between groups, all levels of experience displayed an increase in mean from initial intrinsic motivations to continuing intrinsic motivations (Figure 5). There was no statistically significant difference between the groups ($F(5, 187) = 2.02$, $p = .078$, η^2

=.053). However, there was a statistically significant difference between experience groups for extrinsic motivations ($F(5,187) = 5.72, p < .005, \eta^2 = .133$).

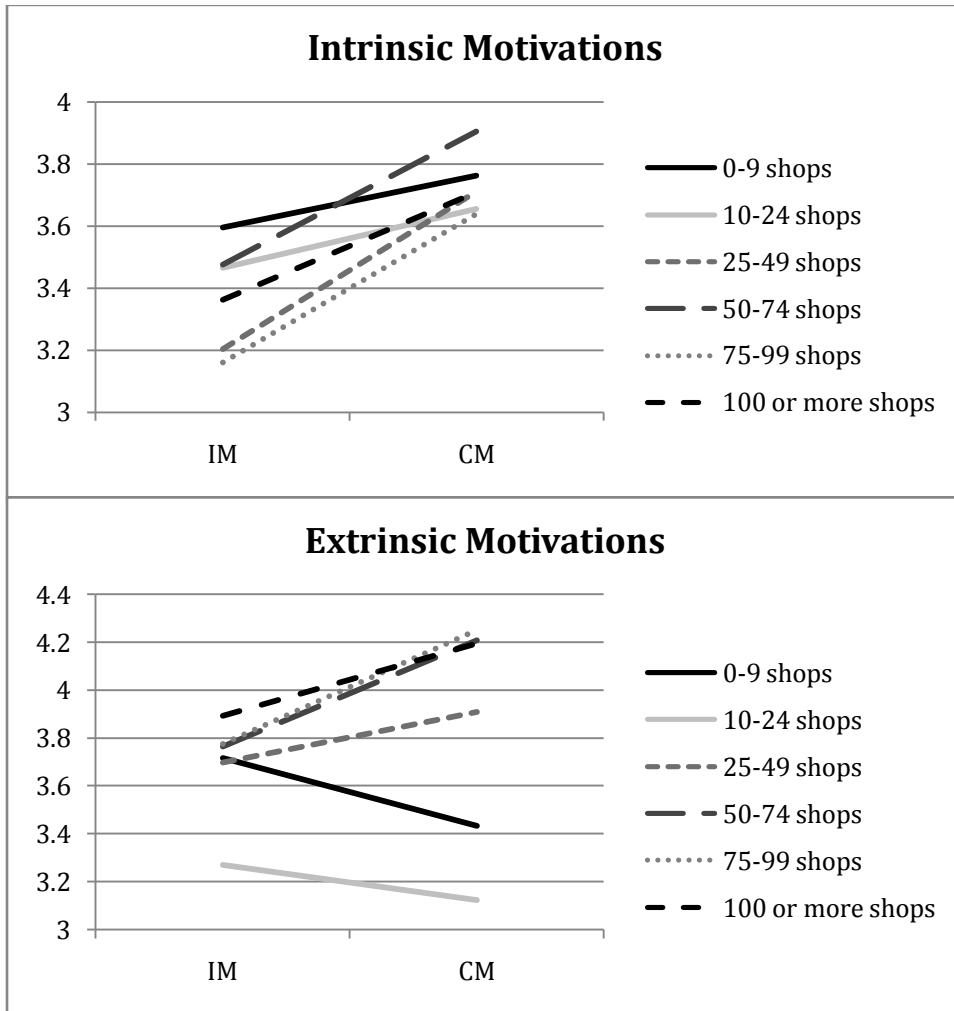


Figure 5: Between Groups Mystery Shopper Motivations

Group 1, participants who have performed 0-9 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.60, \bar{x}_{IM_C} = 3.76$) along with a simultaneous decrease in extrinsic motivations ($\bar{x}_{EM_I} = 3.72, \bar{x}_{EM_C} = 3.43$). Group 2, participants who

have performed 10-24 mystery shops, also reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.47$, $\bar{x}_{IM_C} = 3.66$) along with a simultaneous decrease in extrinsic motivations ($\bar{x}_{EM_I} = 3.27$, $\bar{x}_{EM_C} = 3.13$); however, this group had significantly lower extrinsic motivation means than the other five groups. The results of Group 1 and Group 2 are consistent with the motivation crowding concept of crowding in, where intrinsic motivations are the dominant motivational force for performance of the activity.

Group 3, participants who have performed 25-49 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.21$, $\bar{x}_{IM_C} = 3.71$) with a simultaneous increase in extrinsic motivations ($\bar{x}_{EM_I} = 3.70$, $\bar{x}_{EM_C} = 3.91$). Group 4, participants who have performed 50-74 mystery shops, also reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.48$, $\bar{x}_{IM_C} = 3.91$) with an increase in extrinsic motivations ($\bar{x}_{EM_I} = 3.76$, $\bar{x}_{EM_C} = 4.21$). Group 5, participants who have performed 75-99 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.16$, $\bar{x}_{IM_C} = 3.64$) with an increase in extrinsic motivations ($\bar{x}_{EM_I} = 3.78$, $\bar{x}_{EM_C} = 4.25$). Group 6, participants who have performed more than 100 mystery shops, also reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.36$, $\bar{x}_{IM_C} = 3.71$) with an increase in extrinsic motivations ($\bar{x}_{EM_I} = 3.89$, $\bar{x}_{EM_C} = 4.20$). The results of Group 3, Group 4, Group 5, and Group 6 are consistent with the motivation crowding concept of crowding in, reflecting increases in intrinsic motivations, but extrinsic motivations begin to become the dominant motivational force for performance of the activity (Figure 6).

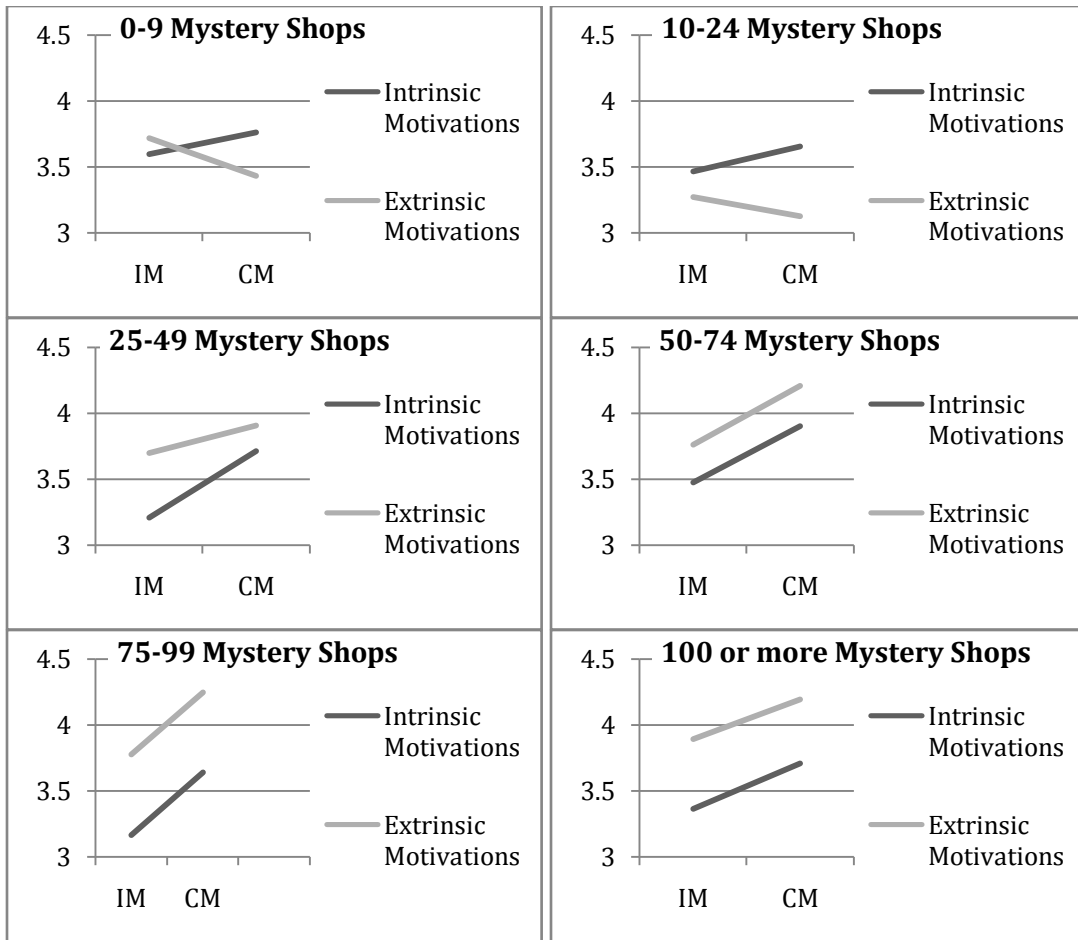


Figure 6: Motivation Crowding by Group

Results of the between-within subjects analysis of variance indicate motivation crowding may shift from intrinsic motivations remaining the dominant factor for participation for inexperienced mystery shoppers, to extrinsic motivations becoming the dominant factor for participation for mystery shoppers with over 25 mystery shops performed. As this was an unanticipated result, shifts in motivation crowding will be further examined in the main study, prompting the incorporation of a third hypothesis:

H₃: The direction of motivation crowding is dependent on the mystery shopper level of experience.

H_{3a}: Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.

H_{3b}: Mystery shoppers who have performed between 10-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.

H_{3c}: Mystery shoppers who have performed over 25 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.

Participants will be grouped by levels of experience, which is defined as the amount of mystery shops performed.

Main Study

In the main study, 332 surveys were collected, of which 315 were usable.

Demographics for the main study participants are reported in Table 14.

Table 14: Main Study Demographics

Gender	Female	259	82.22%	Marital Status	Married	184	58.41%
	Male	41	13.02%		Not Married	114	36.19%
	Do not wish to answer	15	4.76%		Do not wish to answer	17	5.40%
	Total	315	100.0%		Total	315	100.0%
Age	18-24 years	8	2.54%	Annual Household Income	≤ \$19,999	19	6.03%
	25-34 years	63	20.00%		\$20,000-\$39,999	47	14.92%
	35-49 years	107	33.97%		\$40,000-\$59,999	50	15.87%
	50-64 years	109	34.60%		\$60,000-\$79,999	58	18.41%
	Over 64 years	11	3.49%		≥ \$80,000	106	33.65%
	Do not wish to answer	17	5.40%		Do not wish to answer	35	11.11%
Total	315	100.0%	Total	315	100.0%		
Education	High school	3	0.95%	Children	Children living in home	173	54.92%
	Some college	14	4.44%		No children living in home	119	37.78%
	2-year degree	9	2.86%		Do not wish to answer	23	7.30%
	4-year degree	27	8.57%		Total	315	100.0%
	Master's degree	109	34.60%				
	Doctoral degree	76	24.13%				
	Other (Certificate)	51	16.19%				
	Do not wish to answer	26	8.26%				
Total	315	100.0%					

Non-response Bias

Non-response bias was measured by examining the demographics of participants based on the time of survey completion. Participants were divided into three groups: 1) initial respondents (n = 220) completing the survey with no further prompting after the initial invitation, 2) participants (n = 75) completing the survey during the forum dialog and, 3) participants (n = 37) completing the survey after prompts ceased and in the final seven days of data collection. There were no statistically significant differences between the groups (Table 15), indicating non-response bias is not a large concern or issue.

Table 15: Demographics by Completion Group

Group	Age (n=298)	Gender (n=300)	Marital Status (n=298)	Income (n=280)	Education (n=289)	Full-time mystery shopper (n=297)
1	3.28	1.89	1.63	3.90	4.53	1.78
2	3.16	1.95	1.69	3.78	4.41	1.63
3	3.39	1.77	1.77	3.89	4.81	1.69
Sig.	.515	.077	.269	.835	.552	.073

Scale notes for each demographic:	1= 18-24 2= 25-34 3= 35-49 4= 50-64 5= over 65	1=Male 2=Female	1=Not married 2= Married	1= < 20K 2= 20K-39K 3= 40K-59K 4= 60K-79K 5= over 80K	1= High school 2= Some college 3= Associate's degree 4= Bachelor's degree 5= Master's degree 6= Doctoral degree	1= Not a full-time mystery shopper 2= Full time mystery shopper
-----------------------------------	--	--------------------	-----------------------------	---	--	--

Data Analysis

Reliability of the Mystery Shopper Motivation Scale in the main study was measured through the computation of a Cronbach's alpha coefficient. Results indicated the scale had an acceptable internal consistency with a coefficient of .765 (n = 315) (Nunnally, 1978). Cronbach's alpha for individual dimensions within the multidimensional scale were measured. Internal consistency for extrinsic items (.727) and intrinsic items (.789) were acceptable; however, the reliability of egoistic items (.621) was slightly below the traditionally accepted coefficient of 0.70. This could possibly be attributed to the reduction of egoistic measurement items during the scale development stage. Bagozzi and Yi (1988) indicated the reliability coefficient of 0.60 for composite measures of latent variables is desirable when utilizing standardized values. The reported data in this study are standardized values, all of which are above the 0.60 level. A review of the data (Table 16) revealed none of the items were detrimental to the reliability of the scale, and removing any single item would not improve internal consistency.

Table 16: Reliability Analysis of Mystery Shopper Motivation Scale

	Item number	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
MS Company benefit	7	59.38	45.30	.316	.736
Enjoyable activity	6	59.86	43.47	.454	.725
Learning Opportunity	20	60.04	42.83	.352	.731
Excitement	19	60.26	41.35	.491	.718
Undercover Aspect	10	60.25	41.05	.446	.721
Personal Development	11	59.64	43.47	.441	.726
Escapism	9	60.19	41.41	.391	.727
Client Benefit	13	59.39	44.22	.439	.728
Impact	16	59.70	43.16	.439	.725
Prestige	14	60.09	42.99	.278	.739
Exclusivity	17	60.41	43.61	.245	.724
Pride	15	60.51	42.63	.321	.734
Monetary Influence	8	59.64	43.16	.307	.735
Income	18	60.11	42.74	.282	.739
Amenities	12	59.76	41.69	.438	.722
Compensation	21	59.66	47.18	.002	.765

Principal components analysis of the 16 items indicated numerous coefficients in the correlation matrix greater than .3 (Table 17). The Kaiser-Meyer-Okin Measure of Sampling Adequacy value was .759 with Bartlett's Test of Sphericity indicating statistical significance ($p < .05$).

Table 17: Correlation Matrix

	Q7	Q6	Q20	Q19	Q10	Q11	Q9	Q13	Q16	Q14	Q17	Q15	Q8	Q18	Q12
MS Company benefit (Q 7)	1														
Enjoyable activity (Q 6)	.369	1													
Learning Opportunity (Q 20)	.211	.250	1												
Excitement (Q 19)	.099	.481	.358	1											
Undercover Aspect (Q10)	.065	.412	.296	.604	1										
Personal Development (Q 11)	.381	.265	.483	.228	.305	1									
Escapism (Q 9)	.033	.324	.298	.475	.393	.166	1								
Client Benefit (Q 13)	.428	.300	.270	.193	.159	.273	.139	1							
Impact (Q 16)	.381	.256	.373	.302	.247	.362	.142	.382	1						
Prestige (Q 14)	.086	.121	-.065	.112	.093	.048	.078	.218	.093	1					
Exclusivity (Q 17)	-.038	.119	.103	.214	.149	.033	.116	.136	.203	.395	1				
Pride (Q 15)	.129	.283	.037	.245	.236	.147	.199	.212	.175	.397	.303	1			
Monetary Influence (Q 8)	.113	.023	.038	.022	.023	.183	.094	.216	.059	.087	-.058	.006	1		
Income (Q 18)	.148	.020	.014	.056	.054	.142	.047	.141	.167	.110	.027	.034	.459	1	
Amenities (Q12)	.099	.236	.157	.214	.196	.168	.325	.203	.165	.123	.134	.093	.485	.224	1
Compensation (Q21)	.040	-.153	-.093	-.199	-.085	.076	-.104	-.020	-.032	.022	-.161	-.205	.371	.352	.158

Note: Correlations >.30 are notated in **bold**.

Similar to the results of the pilot study, the data revealed four components with Eigenvalues greater than 1, explaining a cumulative 56.16% of the total explained variance (Table 18), with components 1–4 individually explaining 24.05%, 13.14%, 9.78%, and 9.15% of the remaining explained variance.

Table 18: Unrotated Factor Loadings

	Item number	Component 1	Component 2	Component 3	Component 4
MS Company Benefit	7	.473			
Enjoyable activity	6	.650			
Learning Opportunity	20	.560		-.458	
Excitement	19	.679			
Undercover Aspect	10	.621			
Personal Development	11	.573			
Escapism	9	.527			.524
Client Benefit	13	.570			-.407
Impact	16	.608			
Prestige	14			.722	
Exclusivity	17			.538	
Pride	15			.503	
Monetary Influence	8		.748		
Income	18		.653		
Amenity	12	.461			
Compensation	21		.720		

All items in Component 4 loaded stronger and positively on other factors. Based on the screeplot (Figure 7), initial factor loadings, and pilot study results, three components were rotated.

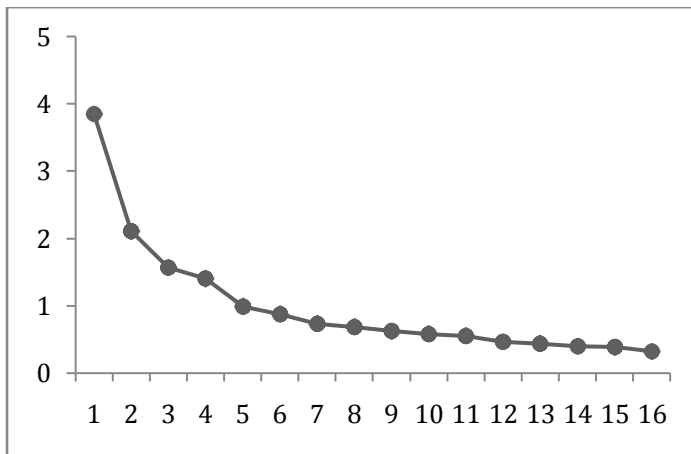


Figure 7: Screeplot of Initial Loadings

Orthogonal rotation was performed using three components. The Varimax rotated solution indicated each individual item loaded strongly on only one component (Table 19). The three factor solution explained 46.98% of the variance, with Intrinsic

Motivations, Egoistic Motivations, and Extrinsic Motivations each explaining 21.23%, 12.25%, and 13.49% of the total variance explained.

Table 19: Rotated Factor Solution

	Item number	Intrinsic	Egoistic	Extrinsic
MS Company Benefit	7	.506		
Enjoyable activity	6	.620		
Learning Opportunity	20	.708		
Excitement	19	.659		
Undercover Aspect	10	.614		
Personal Development	11	.644		
Escapism	9	.492		
Client Benefit	13	.485		
Impact	16	.606		
Prestige	14		.761	
Exclusivity	17		.667	
Pride	15		.679	
Monetary Influence	8			.794
Income	18			.703
Amenities	12			.496
Compensation	21			.675

The items measuring intrinsic and extrinsic motivations were examined through dependent t-tests, comparing means for initial motivations to means for continuing motivations (Table 20). The dependent t-tests were performed to test the second hypothesis:

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

Tests of normality suggested a violation of normal distribution, with $p < .05$ for intrinsic and extrinsic motivations, but examination of skewness ($IM_C = -.090$, $EM_C = -.348$) and kurtosis ($IM_C = -.504$, $EM_C = -.397$) indicated relatively normal distribution of the dependant variable. The violation of normality is common in large sample sizes (Pallant, 2001, p. 58).

Table 20: Main Study Dependent T-tests for Initial (I) and Continuing (C) Motivations

	Mean	SD	t	Sig. (2-tailed)	Eta squared
MS Company Benefit- I	3.97	.818	-11.29	.000*	.29
C	4.54	.609			
Enjoyable activity- I	3.93	.863	-2.41	.017*	.02
C	4.08	.712			
Learning Opportunity- I	3.46	.878	-8.80	.000*	.20
C	3.87	.988			
Excitement- I	3.70	.820	.508	.612	.00
C	3.67	.936			
Undercover Aspect- I	3.71	.915	.217	.828	.00
C	3.70	1.06			
Personal Development- I	3.41	.837	-16.43	.000*	.46
C	4.28	.731			
Escapism- I	3.57	.968	-3.41	.001*	.04
C	3.76	.968			
Client Benefit- I	4.05	.794	-10.44	.000*	.26
C	4.52	.625			
Impact- I	3.76	.824	-8.95	.000*	.20
C	4.22	.774			
Prestige- I	2.84	1.05	-13.78	.000*	.38
C	3.83	1.11			
Exclusivity- I	3.39	.906	-2.91	.004*	.03
C	3.53	1.07			
Pride- I	3.20	.838	-3.66	.000*	.04
C	3.40	1.08			
Monetary Influence- I	3.97	.970	-5.52	.000*	.09
C	4.30	.999			
Income- I	3.71	1.00	-1.89	.059	.01
C	3.83	1.14			
Amenities- I	4.05	.950	-2.11	.035*	.01
C	4.17	.984			
Compensation- I	3.95	1.07	-6.46	.000*	.12
C	4.27	1.03			

* = significance level of p<.05

5-point Likert scale utilized (1=strongly disagree; 5=strongly agree)

Similar to the pilot study results, Excitement, Undercover Aspect, and Income did not show statistically significant differences over time. With the exceptions of Excitement and the Undercover Aspect, all items had a positive difference, with continuing motivations reported higher than initial motivations.

Using the same motivation classification grouping as the pilot study analysis, the difference between the mean for initial intrinsic motivation ($\bar{x} = 3.66$) and continuing

intrinsic motivations ($\bar{x} = 3.99$), and the difference between the mean for initial extrinsic motivation ($\bar{x} = 3.70$) and continuing extrinsic motivations ($\bar{x} = 3.90$) both showed statistical significance ($p < .05$) and positive increases. To examine differences in motivation crowding between groups with varying levels of mystery shopping experience, a mixed between-within subjects analysis of variance was performed, addressing the following hypotheses:

H₃: The direction of motivation crowding is dependent on the mystery shopper level of experience.

H_{3a}: Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.

H_{3b}: Mystery shoppers who have performed between 10-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.

H_{3c}: Mystery shoppers who have performed 25 or more mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.

Experience of the mystery shopper was collected by the participant reporting the number of shops performed and the total was transformed into 3 groups for between group analysis: (1) 0-9 shops performed, (2) 10-24 shops performed, (3) 25 or more

shops performed. The mean Intrinsic (IM) and Extrinsic (EM) Motivations were compared between and within groups (Table 21).

Table 21: Changes in Intrinsic Motivations (IM) and Extrinsic Motivations (EM)

Group	IM _I	SD	IM _C	SD	EM _I	SD	EM _C	SD
0-9 shops (N=36) ^a	3.75 ^c	.700	3.94 ^c	.660	3.71 ^{bc}	.644	3.60 ^{bc}	.606
10-24 shops (N=31) ^a	3.73 ^c	.491	3.97 ^c	.600	3.46 ^c	.606	3.59 ^c	.723
25 or more (N=248) ^a	3.77 ^c	.519	3.98 ^c	.508	3.77 ^{bc}	.550	4.15 ^{bc}	.413
Total (N=315)	3.76	.529	3.97	.558	3.74	.551	4.09	.451

5-point Likert scale utilized (1=strongly disagree; 5=strongly agree)

^a Significant main effect for time ($p < .05$)

^b Significant group \times motivation interaction ($p < .05$)

_I Initial motivations

_C Continuing motivations

For intrinsic motivations, there was a statistically significant main effect for time, with Wilks' Lambda = .926, $F(1,2) = 25.08$, $p < .005$, $\eta^2 = .074$. There was also a statistically significant interaction effect between time and groups for intrinsic motivations (Wilks' Lambda = .971, $F(1,2) = 4.63$, $p < .005$, $\eta^2 = .029$). Extrinsic motivations also indicated a statistically significant main effect for time, with Wilks' Lambda = .926, $F(1,2) = 24.81$, $p < .005$, $\eta^2 = .110$. Additionally, there was a statistically significant interaction effect for time and groups for extrinsic motivations (Wilks' Lambda = .946, $F(1,8) = 8.84$, $p < .005$, $\eta^2 = .077$).

Between groups, all levels of experience displayed an increase in mean from initial intrinsic motivations to continuing intrinsic motivations (Figure 8). There was no statistically significant difference between the groups for intrinsic motivations ($F(2,312) = .223$, $p = .987$, $\eta^2 = .006$). However, there was a statistically significant difference

between experience groups for extrinsic motivations ($F(2,312) = 2.94, p = .004, \eta^2 = .071$).

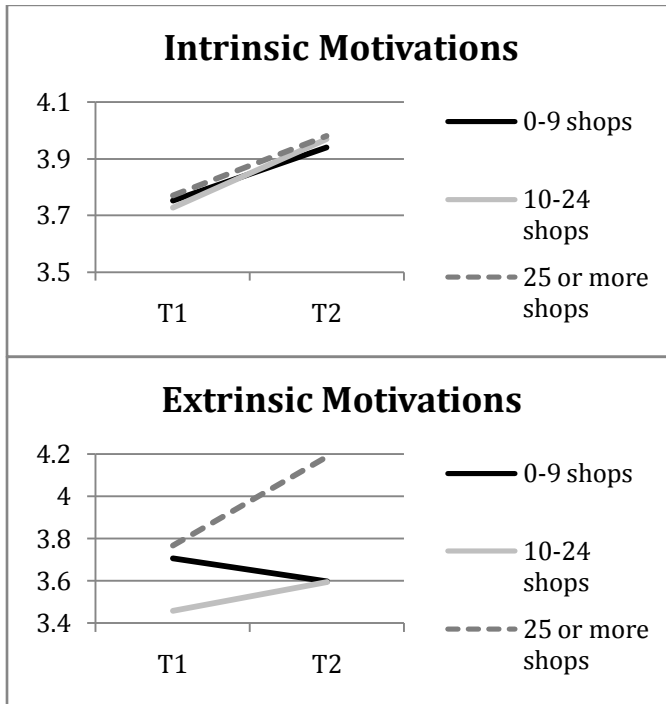


Figure 8: Between Groups Mystery Shopper Motivations

Group 1, participants who have performed 0-9 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.75, \bar{x}_{IM_C} = 3.94$) with a simultaneous decrease in extrinsic motivations ($\bar{x}_{EM_I} = 3.71, \bar{x}_{EM_C} = 3.60$). Group 2, participants who have performed between 10-24 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.73, \bar{x}_{IM_C} = 3.97$) and an increase in extrinsic motivations ($\bar{x}_{EM_I} = 3.46, \bar{x}_{EM_C} = 3.59$). Group 3, participants who have performed over 25 mystery shops, reported an increase in intrinsic motivations ($\bar{x}_{IM_I} = 3.77, \bar{x}_{IM_C} = 3.98$) and an increase in extrinsic

motivations ($\bar{x}_{EM_I} = 3.77$, $\bar{x}_{EM_C} = 4.15$). In Groups 1 and 2, intrinsic motivations had higher mean values, while Group 3 reported higher mean values for extrinsic motivations (Figure 9).

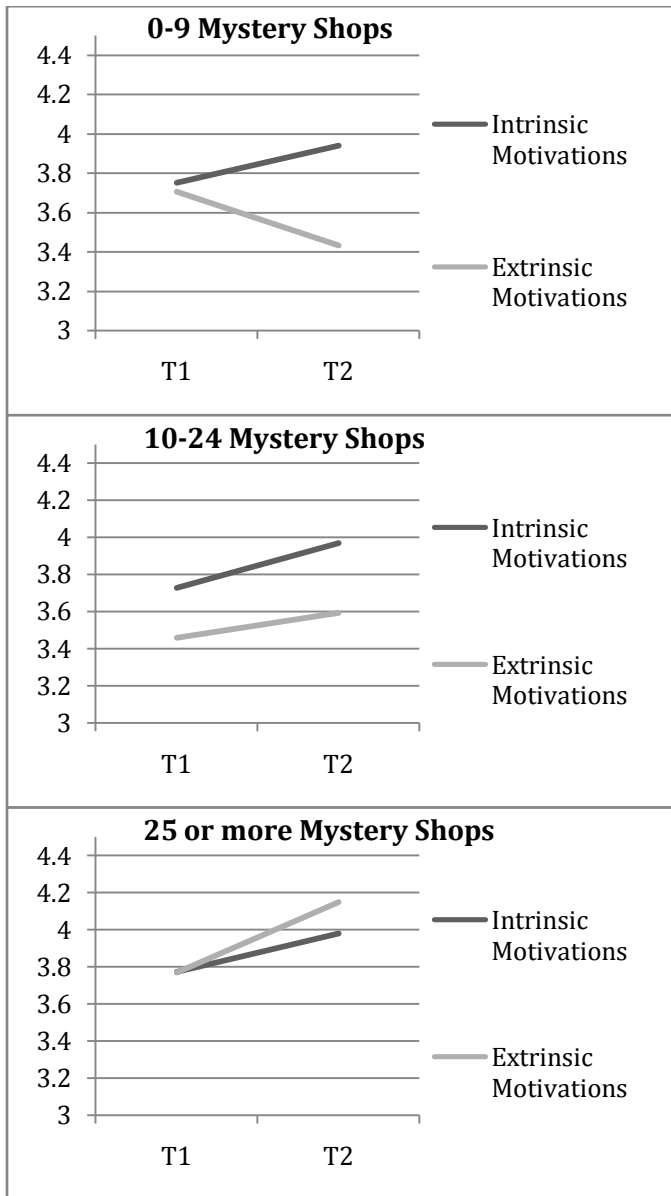


Figure 9: Motivation Crowding by Group

Results of the main study between-within subjects analysis of variance indicate motivation crowding may shift from intrinsic motivations remaining the dominant factor for participation for inexperienced mystery shoppers to extrinsic motivations becoming the dominant factor for participation for mystery shoppers with over 25 mystery shops performed (Table 22).

Table 22: Summary of Hypotheses, Tests, and Outcomes

Hypothesis	Tests	Outcome
H ₁ : There are salient dimensions of motivation influencing individual participation in mystery shopping activities.	Qualitative Interviews	There are 14 dimensions of mystery shopper motivations: Enjoyment, Excitement, Compensation, Client Benefit, Undercover Aspect, Impact, Learning Opportunity, Personal Development, Income, Pride, Exclusivity, Prestige, Escapism, and Mystery Shopping Industry Benefit.
	Factor Analysis	Factor analysis indicated the dimensions can be classified as intrinsic, extrinsic, or egoistic motivations.
H ₂ : Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.	Dependent t-tests	Extrinsic motivations increased when the sample was analyzed as a whole. This was an unanticipated result and prompted the creation of H ₃ , examining the motivations of mystery shoppers based on experience.
H ₃ : The direction of motivation crowding is dependent on the mystery shopper level of experience.	Mixed Between-Within Analysis of Variance	
H _{3a} : Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.		Participants with less than 10 mystery shops performed reported an increase in intrinsic motivations and a decrease in extrinsic motivations.
H _{3b} : Mystery shoppers who have performed between 11-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.		Participants with 10-24 mystery shops performed reported an increase in intrinsic motivations and an increase in extrinsic motivations. Intrinsic motivations had a higher reported mean.
H _{3c} : Mystery shoppers who have performed 25 or more mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.		Participants with 25 or more mystery shops performed reported an increase in intrinsic motivations and an increase in extrinsic motivations. Extrinsic motivations had a higher reported mean.

Chapter Summary

Qualitative interviews were conducted with mystery shoppers concerning their motivations for becoming a mystery shopper and their motivations to continue participation in the activity. Through thematic analysis of the responses, fourteen themes were discovered. They were Enjoyment, Excitement, Compensation, Client Benefit, Undercover Aspect, Impact, Learning Opportunity, Personal Development, Income, Pride, Exclusivity, Prestige, Escapism, and Mystery Shopping Industry Benefit. Based on these themes, the Mystery Shopper Motivation Scale was developed.

Through pre-testing, pilot testing, and the main study administration, an examination of data indicated mystery shoppers are subject to motivation crowding, with significant differences in motivations over time. Within groups, mystery shoppers did not experience significant shifts in intrinsic motivations, but did experience significant shifts in extrinsic motivations. Between groups, experience was found to be a determining factor in motivation crowding. Mystery shoppers with minimal experience (those with less than 10 mystery shops performed) experienced crowding in, with intrinsic motivations increasing while extrinsic motivations decreased. Mystery shoppers with a moderate level of experience (10-24 mystery shops performed) experienced crowding in, with an increase in both intrinsic and extrinsic motivations, reporting a higher mean for intrinsic motivations. Mystery shoppers with more than 24 shops performed also experienced crowding in, with intrinsic and extrinsic motivations simultaneously increasing, but a reported higher mean for extrinsic motivations.

CHAPTER FIVE: DISCUSSIONS

The first objective of this study was to identify and classify the motivations of mystery shoppers. Interviews with mystery shoppers revealed 14 dimensions of motivations for performing mystery shopping activities: Enjoyment, Excitement, Compensation, Client Benefit, Undercover Aspect, Impact, Learning Opportunity, Personal Development, Income, Pride, Exclusivity, Prestige, Escapism, and Mystery Shopping Industry Benefit. After determining the dimensions through qualitative analysis, the constructs were used for the development of the Mystery Shopper Motivation Scale. Using the scale, motivations were measured through quantitative data collection, and then reexamined qualitatively through reviews of the mystery shopper online forums that were utilized in the recruitment of main study participants. The following sections in this chapter discuss each dimension, incorporating forum posting comments and classifications of motivation (i.e., intrinsic, extrinsic, and egoistic motivations) as determined by the review of literature.

The second objective of this study was to measure mystery shopper motivations in order to determine the presence of Motivation Crowding, a phenomenon originally presented in economic literature, which was subsequently studied by researchers in the field of psychology. Motivation crowding was present in all samples, with an increase in intrinsic motivations common among all rounds of data collection. These findings supported the second hypothesis; however, during the pilot study, an unanticipated finding of increasing extrinsic motivations was discovered. This revelation led to further analysis of motivation shifts dependent on the experience level of the mystery shopper.

Through the analysis of groups divided by levels of experience, three distinct groups were identified, with a newly proposed mystery shopper typology introduced. The groups are comprised of mystery shoppers who have performed less than 10 mystery shops (novelty phase), mystery shoppers performing between 10-24 mystery shops (exploratory phase), and mystery shoppers who have performed over 25 mystery shops (career phase). These three groups are discussed later in the chapter.

Discussions of the limitations inherent to this study are also presented in this chapter. These include errors stemming from common variance methods. Some of the limitations, such as possible sample bias and data collection discrepancies, could be remedied in replication studies. Other limitations, such as barred access to members of the mystery shopper population, were unforeseen and unavoidable.

Finally, the chapter concludes with recommendations for future research identified through this study. While these topics are outside of the scope of the current research project, they are worthy of examination. Opportunities for future research include refinement of the Mystery Shopper Motivation Scale, longitudinal studies to determine motivation crowding with novelty phase mystery shoppers, examination of the effects of motivation crowding on mystery shopper behavioral intentions, and a study of the costs related to mystery shopping. Through additional empirical research, the mystery shopping industry will gain credibility and the performance measurement body of knowledge will be enhanced.

Intrinsic Motivations

The initial focus of this study was to identify and classify mystery shopper motivations, as reflected in the first hypothesis:

H₁: There are salient dimensions of motivation influencing individual participation in mystery shopping activities.

Through interviews and survey administration, nine dimensions of intrinsic motivations were identified. Intrinsic benefits regard the performance of the activity as the reward itself, not a vehicle for attaining rewards. The performance of the activity can provide the mystery shopper enjoyment, excitement, escapism, stimulation from the undercover aspect, perceptions of impact, altruistic fulfillments through assistance to the clients evaluated and the mystery shopping company served, and personal growth through development and learning opportunities.

Enjoyment

Enjoyment of the activity was mentioned as a primary motivation in interviews by 85.15% (23) of the participants, was ranked as the primary or secondary motivation by 17.14% (54) of the participants in the main study, and was the highest ranked intrinsic benefit. The enjoyment of mystery shopping is a strong intrinsic motivation, giving participants an internal reason to continue the activity. As one forum participant noted, “I tried one and was hooked,” referring to the reason she continued the activity after experiencing the first mystery shop. Another survey participant echoed the same sentiment by stating, “Mystery shopping is addicting. It seems the more you do the more you want to do.”

For some participants, the enjoyment comes from the actual performance of the mystery shopping activities, as reflected by one stay-at-home mother of two, “I enjoy mystery shopping mostly because it gets me out of the house... It keeps my brain active and provides a challenge. I get great satisfaction from a job well done.” Some other participants with children living at home stated it was a form of enjoyment for other members of the family as well. One mother stated, “My daughter likes to help me spot and remember important details, so it's a fun family experience.”

Enjoyment can be a strong internal motivator, often the only reward sought for the activity. However, some participants noted enjoyment is a factor, but the work involved in the activity must be justified. One participant noted, “It is an enjoyable activity but is definitely work. I would not do it without pay, although the amenities (food, lodging) can constitute the ‘pay.’” One participant admitted enjoyment of the activity, but seemed to actively be seeking a substitution, “I enjoy mystery shopping, but if I could find something that was equally flexible and paid more, I would do that instead.”

Excitement

Excitement related to the performance of mystery shopping activities was mentioned as a primary motivation in interviews by 77.78% (21) of the participants, but was only ranked as the primary or secondary motivation by 9.51% (31) of the participants in the main study. The excitement comes primarily from the fast pace of the encounters and the challenge of maintaining a persona in the scenarios. While the challenges can be perceived as costs by some participants, many noted the stimulation from the sheer number of points of evaluation for the activity. One participant noted,

It is never boring. Even shops at the same place are different each time. I know I will have different things to look for and to never expect the outcome. Just when you think everything is normal an employee will blow you away with something unexpected. I find it exciting and fresh.

Undercover Aspect

The undercover aspect of the activity was not directly measured through rank order in the survey, but the individual item addressing the undercover aspect in the Mystery Shopper Motivation Scale (Question 10, Appendix G) indicated 36.32% (118) of the participants agreed and 24.93% (81) of the participants strongly agreed with the statement, “the ‘undercover’ aspect of mystery shopping is exciting.” The secretive, covert element of the activity is unique to mystery shopping and appeals to many participants, one of whom exclaimed, “I love intrigue!”

One forum board participant identifies herself with other “undercover agents” she is familiar with, stating,

I am Mata Hari, Meryl Streep, a chameleon, Secret Agent, Double O \$\$, Magnum PI, and The Girl from U.N.C.L.E rolled into one!! I must complete my assignment without blowing my cover; the enemy agents must not identify me!!!

Such excitement derived from role-playing is a motivation mentioned by mystery shoppers. While this may be merely a career for many, this aspect of mystery shopping differentiates it from most other forms of employment. A common criticism of the

mystery shopper undercover aspect is the deception involved. The mystery shopper is deceiving the employee about the purpose of the visit or the situation surrounding the encounter. One forum board participant put the deception into perspective, noting,

Marlo [sic] Brando wasn't really the Godfather and Leonardo DiCaprio did not really go down with the Titanic. I consider myself an actor, paid by the company to perform a certain scenario to test their customer service. I am not lying for unlawful gains, so I have no problem with it whatsoever.

This justification (protective function) of a socially unacceptable practice (deceit) may help alleviate guilt associated with the activity. It also enables the mystery shopper to separate themselves from the situation, protecting the ego. As Clary et al. (1998) indicated, protective functions provide a counterbalance to subconsciously identified negative self-features, of which deceitfulness may be classified.

Escapism

Escapism was mentioned as a primary motivation in interviews by 22.22% (6) of the participants and the individual item addressing escapism in the Mystery Shopper Motivation Scale (Question 9, Appendix G) indicated 43.00% (139) of the participants agreed and 26.9% (87) of the participants strongly agreed with the statement, "Mystery shopping allows me to escape from the routine of my normal life." Escapism can offer a relief from some of the stresses and burdens associated with "real life," as well as alleviate the boredom of a daily routine. One participant noted escapism was not why she began the activity, but it was a continuing motivation, stating, "At first it was all about an

extra way to make a few dollars in this economy. But then it was something about the escape from everyday life that drew me in again.”

The escape can be physical as well. For mystery shoppers serving the hospitality industry, the travel required to hotels, casinos, resorts, and cruise ships provide the opportunity to leave their location. One interview participant noted she was able to get away from her family for short periods, going “not too far, but just far enough.” In her opinion, mystery shopping justified her leaving for a period of time because it was a form of employment that required travel.

Impact

The impact on the companies and employees evaluated was ranked as the primary or secondary motivation by 18.54% (60) of the participants in the main study. The internal satisfaction stemming from creating an impact on society is an intrinsic benefit. Mystery shoppers may consider their input through mystery shopping to be an important contribution to the industries they evaluate, adding value to the activity. One participant noted how the impact of the activity makes them feel by stating, “It feels great to make a positive impact on my community by upgrading service in local businesses. I have seen my suggestions and shop reflections implemented so many times, wherever I have lived and shopped.” Another participant noted their return to areas evaluated in order to experience the effects of their impact, stating,

My initial motivation was entirely for the income to assist in paying bills.

After doing mystery shopping and seeing that what I do makes a direct impact has added another element to it. I have returned to stores and

personally observed the changes. It pleases me to know that the companies listened to me.

This perception of impact adds value to the activity, which in turn provides a perception of contributing to society. As Clary et al. (1998) noted, the perception of impact can be considered a protective function of the ego, compensating for feelings of an overabundance of good fortune. By giving back to society, any fortunes bestowed on the individual are balanced and justified. One participant noted, “When I reflect on the current economic times I feel good knowing that I am contributing to the success of America's businesses.”

Client Benefit

Helping the evaluated clients was mentioned as a primary motivation in interviews by 92.6% (23) of the participants and was ranked as a primary or secondary motivation by 13.8% (45) of the participants in the main study. It was the highest ranked altruistic motivation. Participants citing client benefits viewed their work as contributing to the success of the organizations they evaluate. One participant noted, “I am very interested in bringing 'customer service' back and feel that this is a way to show companies exactly how well it would work.” For some, this feeling of altruism was not the initial motivation, but rather was a discovery after beginning the activity, as reflected by one participant, “I started mystery shopping as a way to supplement my family's income. I have continued mystery shopping as a way to improve the service that is received at the companies I evaluate.”

Some participants alluded to the “sacrifice” they make for other patrons of the companies they evaluate. By bearing the burden of receiving poor service or poor product quality, this may minimize service failures for subsequent patrons. One participant noted, “If I have a bad experience with an employee, they will be spoken to. Hopefully this will change their behavior and the next guest won’t have to go through the same thing.”

As one participant noted, they were interested in providing companies with feedback outside of mystery shopping. She stated,

I provide voluntary feedback to companies often anyway, in hopes that it will lead to better customer service. I believe it is important for consumers to be able to have a voice in rating the products and services they purchase. Also, companies must know that profits should be directly correlated to service and quality.

Mystery Shopping Company Benefit

Almost 19% of the participants (5) in the qualitative portion of the study mentioned they were motivated by the benefit to the mystery shopping companies they worked with. However, this motivation received the lowest ranking by 15.11% (49) of the participants in the main study. After further analysis of forum boards and direct comments made by participants, it appears it is not necessarily the mystery shopping company the shopper desires to assist, but rather representatives of the mystery shopping company, such as schedulers, owners, and editors. One forum participant noted, “I have

found that if I've proven myself reliable to a scheduler/company, then they will do their best to work with me.”

Since the schedulers ultimately decide assignments, mystery shoppers may try to please these “gatekeepers to the jobs” and help them when needed. Some see a scheduler-in-need as an opportunity for a better assignment. One forum board participant suggested to other shoppers, “If you're looking for big money hold off on signing up for the shops until the end of the month, when the company is desperate for the shop to be completed.” In this situation, while they were referring to “helping out” with last minute assignments, in reality the motivation here was extrinsic, namely improved income.

Learning Opportunity

Seventy-eight percent (21) of the interview participants noted mystery shopping was a learning opportunity. Approximately 12% (40) of main study participants ranked the opportunity for learning as a primary or secondary motivation. There were differences of opinion as to how mystery shopping could be considered a learning opportunity. Employees of industries mystery shopping serves noted they were able to experience how management of different organizations handled service failures or how they could better perform their own job. One participant noted his direct benefit stating, “I am a business owner and it is interesting to watch how much importance other companies place upon customer service and the total customer experience. I like to improve my own customer service skills by measuring others at work.”

Students and instructors added how mystery shopping provided the opportunity to learn about the industries and have “real life” experiences in the organizations evaluated.

An instructor provided insight into how he uses the information obtained in mystery shopping to benefit his students, stating,

I teach a graduate level course on 'Managing Quality' and the shopping experience gives me real world information to help my students learn about the importance of the customer and their feedback. I also have friends who work for companies that are mystery shopped and they've stated how much the mystery shopper's comments impact their performance ratings. I was educated as an industrial engineer so I am always looking for quality improvement and assisting others to improve themselves.

Some participants noted they can learn about new products and companies through mystery shopping, helping them make informed decisions in their daily life regarding products needed. As directly stated by a survey participant, "It is a learning [*sic*] experience. It gives you an opportunity to learn about new products and try new things." One participant noted how this contributes to continuing motivations,

I began mystery shopping solely to make money. That is still my primary motivation. However, I have learned more about the industries I mystery shop that I ever would have learned otherwise - like different types of cellular service and who are the nicest and most courteous (and conversely the most obnoxious) [shipping company] operators. This is now also a strong motivator for me, as I enjoy sharing this knowledge with my family

and friends. My mother just bought a new cell phone based solely on information I learned while mystery shopping, and I love being able to continue to accrue knowledge I can share with others.

Personal Development

Learning skills and improving one's quality of life through personal development was a strong motivator for participants. Nearly 88% (283) of the participants in the main study agreed or strongly agreed with the statement, "I gain knowledge and skills through mystery shopping." In qualitative survey comments and forum board postings regarding personal development, one of the most mentioned items was the opportunity to improve writing and communication skills. Participants noted the requirements of grammatically correct and comprehensive reports encouraged their improvement of writing.

Other skills noted by participants included those relating to memory and recollection. One participant noted how her memory improved as she performed subsequent mystery shops. As some mystery shoppers enter the activity after retirement, the opportunity to observe, think, write, and interact was a motivator to "stay sharp" as they age. One participant noted:

As a retired professional, mystery shopping provides an opportunity to maintain my writing skills (I love to write), acting skills (am a thespian since grade school) and the cerebral stimulation of the entire mystery shopping process may (hopefully) aid in warding off Alzheimer's!

With retirement, social contact inherent in the workplace is reduced, and some mystery shoppers saw the activity as a way to “maintain social contact” and meet new people. One forum board participant reflected on her mystery shopping career, which spanned three decades:

I’ve been doing MSing [sic] for the past thirty years, and find that it has served me very well over the years. When the kids were young, I never had to miss any kind of family function, was always home when they got home from school, etc. Now that I am retired, I am finding companies really appreciate the fact that I am not looking for fulltime opportunities, and are more apt to hire. Being part time works great, as it gets me out and amongst people, keeps us young and provides the extra bucks to blow on otherwise unaffordable purchases.

Extrinsic Motivations

As mentioned in the review of literature, as long as extrinsic motivations are perceived as supplemental to intrinsic motivations, the participant is likely to continue the activity, but if the extrinsic motivations become the dominant force in the individual, the activity is devalued and the participant seeks higher level of extrinsic compensation (Frey & Jegen, 2001). In the study of mystery shoppers, it appears the extrinsic benefits associated with the activity are supplements the above mentioned intrinsic motivations.

Extrinsic motivations inherent in mystery shopping can be divided into discretionary and non-discretionary compensation. Discretionary compensation for

mystery shopping is the income attained through the activity. It is regarded as discretionary because it has separable value outside of the activity and can be redeemed as the participant chooses. Discretionary compensation was measured in this study through Income and Monetary Compensation items. Non-discretionary compensation refers to the complimentary products and services attained through mystery shopping participation, and was measured in this study through the Amenities item. These are non-discretionary because the use of the compensation may not be controllable, it often occurs simultaneously with the activity participation, and is not a separable reward.

Discretionary Compensation

Income was ranked as the primary or secondary motivation by 60.91% (198) of the participants and was the highest ranked motivation overall, as clearly stated by one participant, “I would say M-O-N-E-Y is my main motivation.” The income associated with mystery shopping was deemed a more important factor for continuing motivations (57.11%) than for initial motivations (38.95%), as participants were apt to begin mystery shopping for the previously mentioned intrinsic motivations.

As noted in the review of literature, mystery shopping income is not substantial, with industry averages below \$20.00 per assignment. Some participants noted the costs involved in mystery shopping did not justify the low income derived from participation. One participant indicated the low pay devalues the importance of the activity and the mystery shopping industry is suffering from credibility stating, “As for whether reports are of high quality or not, if you pay someone \$5, what can you really expect from them? Especially when they think that MSing [sic] is only about free food and money?” Another

participant noted, “The internet has destroyed the pay scale. Shoppers are a dime a dozen and many will work for left over Easter candy!”

With low paying assignments, mystery shoppers must decide acceptance of activities based on net value. For some, this leads to a reduction in the activity, as stated by a forum participant,

I've done a lot of shops in the past, but I've cut way back due to the extremely poor pay. I only do shops now that are financially worth it, i.e., nothing under \$10 for sure, and that's most of them.

Mystery shoppers often equate the pay of the assignment (established by the mystery shopping firm) with the organization being evaluated, as one participant stated, “Some of the “worst offenders” in terms of low (not even minimum wage) paying jobs are actually some of the largest companies in the country, if not the world.” The impact the income has on the activity is reported by one participant,

My motivation is purely financial. I was looking for something that would allow me to have a flexible schedule while earning a living. I very rarely take shops for the “fun” of getting a free meal but rather for the commission. I never take a job that only reimburses for a meal or retail purchase. That is not motivation when I have to spend additional time filling out a report.

As some participants noted, the complementary amenities attained through mystery shopping do supplement the meager income, as noted by one participant,

The motivation is a combination of the income received and the chance to try things and services “on someone else’s dime” that I might not otherwise experience. The role as a mystery shopper has allowed me to experience automobiles I would not ordinarily try, new high-end restaurants that I certainly would not be able to try nearly as often as I can as a shopper.

Non-discretionary Compensation

Non-discretionary compensation takes the form of amenities and complementary services received through mystery shopping. In many retail mystery shops, the participant is allowed to keep the purchases attained through the interaction, receiving reimbursement later or purchasing the items on store credit provided by the mystery shopping firm. In hospitality industry shops, complimentary vacations, meals, and cruises are perks of mystery shopping. Some participants noted the amenities were the only reward desired for their participation, with some noting initial surprise when informed they would also receive an income.

The amenities associated with mystery shopping were ranked as a primary or secondary motivation for 48.38% (157) of the participants. The opportunity to receive complimentary products compelled some shoppers, with one noting, “The main reason I shop is for reimbursements for things that I like to get and either can't afford or would

buy anyway.” Some participants noted attaining free Thanksgiving groceries or holiday gifts through performance of retail mystery shops. Participants also mentioned complementary restaurant meals and vacations with loved ones. One participant made a distinction between shops performed for income and those performed for the amenities, stating,

I take very few shops by myself. I enjoy shopping with my husband. He works at home and I enjoy going places with him. We talk about the service or the food and it is a cheap way of going out. I'll mystery shop for even a partial reimbursement if I can take him along. I do some shops by myself, but only for the income.

Egoistic Motivations

As mentioned in the review of literature, egoistic motivations are actually “well-internalized extrinsic motivations.” As such, in this study the egoistic motivations of pride, exclusivity, and prestige were grouped with extrinsic motivations. However, through factor analysis, it was determined egoistic motivations are actually a third factor for mystery shopping motivations.

Pride

The desire to augment the hospitality entity and provide valuable feedback fosters emotions of self-worth and pride. As one participant noted, “Mystery shopping has helped me feel useful and valuable again, since I became disabled.” In the main study, 44.82% (145) of the participants indicated they experience pride when informing peers of

their participation in mystery shopping activities. Participation in mystery shopping can provide the mystery shopper a method for contribution to society that they perceive as valuable and substantial.

The pride experienced can sometimes be minimized by the perceived scrutiny of the shopper by the organizations evaluated. As one shopper noted, positive reports rarely receive follow-up and questioning, but “a failing shop would get reviewed and scrutinized time and time again.” The shopper must justify their reports and evaluations of service.

Also detrimental to the pride of the mystery shopper is the lack of credibility the industry experiences. In the interviews, one shopper noted he had to defend his participation to family members. The perception from his parents was mystery shopping was a waste of his valuable time, as he was a student and they determined this was a frivolous activity. Other shoppers stated they tell relatively few people about their participation in the activity to avoid having to defend the practice or have to explain the relevance.

Exclusivity

Mystery shopping is still an activity with misconceptions, often unheard of by individuals not involved in service industries. It is a unique activity and many individuals express interest in participation once introduced to the topic. With fewer assignments than mystery shoppers, the activity is not always available to all interested parties. Thus, there is a perception of exclusivity surrounding the performance of mystery shopping.

Some mystery shoppers perpetuate this exclusivity by attempts to deter others from beginning participation, as reflected in the statements of one forum participant,

I try to downplay it and make it sound super, super hard when they ask me about it like, "It's very complicated, lots of reports, intricate instructions..." and try to make it sound really boring so they won't keep asking.

In interviews, 51.97% (14) of the participants alluded to feelings of exclusivity, using terms such as "lucky" and "special" when discussing their opportunity to be a mystery shopper. In the main study, 57.11% (185) of the participants agreed or strongly agreed with the statement, "I know there are many people who would like to be a mystery shopper but have not had the opportunity." These feelings of exclusivity can enhance the ego, contributing to self-esteem.

Prestige

Although seasoned mystery shoppers may report otherwise, there is a perception of glamour associated with mystery shopping, especially when evaluating upscale establishments, such as resorts, casinos, cruise ships, and automobile dealerships. That perception may foster jealousy toward mystery shoppers, contributing to feelings of prestige among peers. One shopper noted, "They think it sounds glamorous, but they don't realize the time commitment that a good shopper must devote." A survey participant stated,

I love when people are jealous of what I do. They don't realize how much work is involved and I don't tell them. I just let them think I sit by the pool

drinking Mai Tai's all day and get paid for it. Little do they know I sat by the pool for an hour then sat in my hotel room for five typing in the report. I let them think, "you get all that free stuff just for doing this and you get paid" when in reality I had to shell out my own cash, do things like check every stall in the bathroom, fill out MANY pages of a repetitive report, and wait for reimbursement months down the line. Do you still think I am lucky?

In the main study, 73.87% (236) of the participants agreed or strongly agreed with the statement, "People ask me about how to become a mystery shopper." This prestige among peers is an egoistic motivation contributing to the overall motivations to participate in mystery shopping.

Scale Development

All of the aforementioned motivations determine continued participation in mystery shopping activities. The identification of these dimensions guided the development of the Mystery Shopper Motivation Scale. Through the interviews and qualitative data analysis, the 14 identified dimensions became the constructs measured through the scale, following the methodology proposed by DeVellis (2003). After the constructs were determined, items were generated to measure the latent variables in a concise instrument.

With the assistance of a panel consisting of professionals from the mystery shopping industry, the items were chosen and formatted to measure the motivations of

mystery shoppers. The instrument was purified and refined through pre-testing and pilot testing, with main study survey administration allowing for the measurement of mystery shopper motivations. While the motivations are separate dimensions affecting participation, they are not exclusive of each other. The interaction between intrinsic and extrinsic motivations can be examined through motivation crowding, which was the next focus of this study.

Motivation Crowding

The next objective of this study was to determine, through the measurement of mystery shopper motivations, if mystery shoppers are prone to motivation crowding. This objective is reflected in the second hypothesis:

H₂: Mystery shoppers experience motivation “crowding in” after initial performance of mystery shopping activities, with intrinsic motivations increasing.

Although mystery shoppers with minimal mystery shopping experience (less than 10 mystery shops performed) did report an increase in intrinsic motivations with a decrease in extrinsic motivations, more experienced shoppers did not report a decrease in extrinsic motivations. This unanticipated result prompted further examination of motivations based on the level of experience, reflected in the following hypotheses:

H₃: The direction of motivation crowding is dependent on the mystery shopper’s level of experience.

H_{3a}: Mystery shoppers who have performed less than 10 mystery shops will crowd in, with an increase in intrinsic motivations and a decrease in extrinsic motivations.

H_{3b}: Mystery shoppers who have performed between 10-24 mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, and intrinsic motivations remaining the dominant factor.

H_{3c}: Mystery shoppers who have performed 25 or more mystery shops will crowd in, with an increase in both intrinsic and extrinsic motivations, but extrinsic motivations becoming the dominant factor.

Motivation crowding, the influence of extrinsic rewards on an individual's intrinsic motivations (Frey, 1993; Frey & Oberholzer-Gee, 1997), was found to be present in all samples in the study. While mystery shoppers in all levels of experience reported increases in intrinsic motivations, extrinsic motivations appeared to be dependent on how many shops the mystery shopper had performed. Participants who had performed fewer than 10 mystery shops tended to report a decrease in extrinsic motivations with a simultaneous increase in intrinsic motivations. This indicates crowding in, with the intrinsic motivations being the dominant force merely supplemented by extrinsic motivations.

Participants who have performed between 10-24 mystery shops experienced an increase in intrinsic motivations with a simultaneous increase in extrinsic motivations. Intrinsic motivations still had a higher average mean for this group, indicating the

dominant motivations remain intrinsic. However, the shift in extrinsic motivations indicates a greater importance is placed on extrinsic motivations as more mystery shops are performed. Once extrinsic motivations are introduced or increased, intrinsic motivations may never have their initial value (Janssen & Mendys-Kamphorst, 2004). The period between 10-24 shops is integral in the valuation of the activity, as mystery shoppers are exploring assignments of various costs and rewards. Rewards that are perceived to be too large can appear controlling, but rewards that are perceived to be too low may devalue the activity (James, 2005).

Participants who have performed 25 or more mystery shops experienced an increase in intrinsic motivations with a simultaneous increase in extrinsic motivations. Extrinsic motivations had a higher average mean for this group, indicating the dominant motivations have shifted to extrinsic factors. This shift is still indicative of crowding in, but extrinsic motivations are beginning to overwhelm intrinsic motivations. Metaphorically, this dominance of extrinsic motivations can be equated to children receiving allowance for household chores. Once the reward is offered, rarely will a child wish to complete the tasks without the reward, and increased effort may require increased reward (Frey & Jegen, 2001). Once mystery shoppers have experienced the reward, and possible increases in the reward, rarely would they wish to complete the task for lesser reward. Mystery shoppers who have performed 25 or more shops have probably experienced varying levels of extrinsic rewards for assignments and base future assignment decisions on personal history. The ratchet effect (Frank, 2004, p. 125) suggests every introduction of increased extrinsic reward creates a baseline for judgment,

and increased rewards are sought. If a mystery shopper has experienced assignments with high extrinsic rewards, future assignments with similar costs will be weighed against the new benchmark for rewards.

Grepperud & Pederson (2006) noted crowding out occurs in both employment and volunteerism, but this study did not indicate mystery shoppers experience crowding out. As there was no decrease in intrinsic motivations, crowding out has not occurred, and in fact intrinsic motivations increased in the samples. Even with the most experienced mystery shoppers, no decrease in intrinsic motivations was experienced. Examination of the shift in motivations, and in particular the level of experience prompting the shift, indicates there may be three distinct phases of mystery shopping activity: the *novelty* phase, the *exploratory* phase, and the *career* phase. Characteristics of each group are discussed in the following section.

Phases of Participation in Mystery Shopping

Novelty Phase

The first stage of mystery shopping is the novelty phase. This phase is defined as mystery shoppers who have performed less than 10 mystery shops, which is prior to the discovered shift in motivation crowding. Participants in this phase may be trying a new activity of which they have had minimal prior knowledge, are participating in an industry lacking credibility, and usually using their own capital with only the promise of reimbursement. Mystery shoppers begin participation in mystery shopping activities for various reasons, but results of interviews, reviews of forums boards, and the collection of

qualitative comments obtained through the Mystery Shopper Motivation Scale indicate initiation of mystery shopping activities is rarely done with the intention of pursuing a full-time mystery shopping career. Participants noted beginning the activity because it “sounded like fun” or “looked like a fun way to spend my time.”

The mystique surrounding mystery shopping fuels initial motivations and draws participants into the activity. Participants may try mystery shopping once to satisfy their curiosity, but due to the presence of scams and abundance of misinformation available, mystery shoppers are sometimes wary of the practice and hesitant about their first assignment. This can be minimized by receiving perceived credible information, as one participant noted,

At first I was afraid to try mystery shopping because I was worried about scams and didn't know how to get started. I overheard a friend saying that she shopped, and I found out about a useful forum, which got me started with lots of advice.

In this phase, intrinsic motivations tend to increase and extrinsic motivations tend to decrease after the performance of a mystery shop. This could be attributed to a number of factors, including the disconfirmation of the actual activity to the initial perceptions, with more enjoyment derived than was expected. Initial motivations may stem from the attainment of the “free stuff” associated with mystery shopping, but during the activity the shopper may be surprised to experience the intrinsic benefits. Additionally, once the

compensation is disbursed, to internally justify their participation the mystery shopper may downplay the importance of compensation.

Exploratory Phase

The second stage in mystery shopping participation is the exploratory phase. This phase is categorized by shoppers who have performed between 10-24 mystery shops. This group experienced simultaneous increases in extrinsic and intrinsic motivations, but intrinsic motivations still appear dominant, with higher mean values than extrinsic motivations. During the exploratory phase, the mystery shopper is determining the potential of a career in mystery shopping, weighing the benefits and costs, and exploring options for future participation in the activity. This can be a time of turmoil and uncertainty for the participant. As one shopper noted,

I just started shopping in January for one company, although signed up with others. I may discontinue because so far my expenses are more than earnings. Also, I am disappointed in the communication with and the condescending manner of the company.

With multiple mystery shops completed, participants can now compare actual benefits of the activity with initial perceptions. For some, the promise of a new career that fulfills their individual needs might fall short of expectations, resulting in disconfirmation, as noted by one participant who chose mystery shopping in order to spend more time with her family, stating,

I was able to be home with my kids,[but] I spent too much of my time at home filling out reports, searching for jobs, studying instructions and keeping track of paperwork. Though I was home, my kids did not get much of my attention. Therefore, it was not entirely the perfect job I was hoping for.

Another participant who chose mystery shopping in order to be home with her children echoed the sentiments of the previous participant, stating, “I really wouldn't recommend this line of work to anyone,” but she notes, “I still enjoy the flexibility of hours, and I like the fact that I can pick and choose which jobs I want to do.”

Career Phase

The third stage in mystery shopping participation is the career phase. This phase is categorized by shoppers who have performed 25 or more mystery shops. Members of this group may consider mystery shopping a form of employment, either full-time or part-time, rather than an activity in which they engage. As such, extrinsic motivations become a primary factor in mystery shopping. In particular, the income associated with each assignment becomes the deciding factor in acceptance of mystery shops. While intrinsic motivations still contribute to continued performance in the activity, the focus shifts from performing the activity as its own reward to performing the activity as a vehicle for reward. This group experienced simultaneous increases in intrinsic and extrinsic motivations, with extrinsic motivations dominant.

In the career phase, the novelty of the activity has worn off, and as one participant noted, “This is a job, just like anything else.” Some participants in this study directly mentioned the loss of novelty and decisions that had to be made once the intrinsic motivations diminished, stating,

I began shopping when both of my children went to college and I found I had time on my hands. My husband and I are both professionals and he works long hours. I began mystery shopping as a diversion. I don't do many shops now (2-3 month) because I find that the novelty has worn off and I am using my time to do other more enjoyable activities.

A participant involved in the activity for over five years describes how the activity has changed for him, noting,

When I first started, about 5 years ago, I thought it was exciting, that I could make money, and that I could make a difference. Now I think that it pays extremely poorly and that many surveys are badly designed. It's also become routine. I will do dining shops at fine establishments or more casual restaurants that I enjoy, or shops that are heavily bonused. I do very little other than that.

Even the title of the activity (mystery shopping) is often altered in effort to provide credibility to what is done as a form of employment. One participant adamantly stated, “I am not a mystery shopper; I am a Business Consultant.” Another calls herself a private investigator.

For professional mystery shoppers in the career phase, mystery shopping assignments are aggressively sought and the competition for assignments can be overwhelming. As independent contractors, income is directly related to the assignments attained. One participant noted,

Mystery shopping is very competitive. If you find that shops you regularly perform have been taken [by] someone else it's like a race to get the job the following month. I have a very obsessive personality which is why I think I am getting so caught up in mystery shopping. I love the extra income and get angry if I lose a lot of money by missing shops.

Losing income to another mystery shopper can be perceived as a cost to the activity, but there are other costs beyond monetary compensation. One seasoned mystery shopping professional with over ten years experience provided a great amount of insight into the costs of mystery shopping, listing the following:

...lengthy, typically unpaid, training for each client and/or program we shop, highly-detailed forms with repetitive questions that can take several hours to complete, working under unreasonably strict, short deadlines... being forced to present unreasonable/bizarre/unrealistic/degrading shop scenarios, dealing with companies that pay late, incorrectly or not at all, being out large amounts of money out-of-pocket for useless, overpriced, "required purchases" for months at a time and/or only being given

inadequate purchase reimbursements... performing shops in unsavory neighborhoods...

To justify such costs, many shoppers expect to have compensation of equal value. As the same participant continued, he noted the decrease in discretionary compensation over the course of his career, noting,

Worse, I have been doing this for 10+ years now and pay has gone down dramatically, decreasing 75% in some cases for jobs that now require a great deal of additional work. Considering these weren't exactly paying huge money 10 years ago, it's insulting to be asked to do more work for much less... and you now have to wait 60 days to be paid, assuming the company doesn't go bankrupt in the interim.

Commenting on any altruism he perceives of the career he has chosen, he stated this is his career and he expects, "Fair pay for fair work- that's why I accept the shops I accept" and appeared to take offense at the insinuation of altruistic motivations, stating employees of other organizations are not expected to perform their job simply to "help the company." He finished with the statement, "I am a professional and expect to be treated as one."

The disconfirmation experienced by mystery shoppers may ultimately decide their continued involvement. Two hundred thirty participants in the study anticipated continuation in mystery shopping over the next 6 months was "very likely", but only 36.82% (118) of the participants envisioned themselves in the career 10 years from now.

Long term mystery shoppers note pay did not increase with inflation as expected, and many perceived pay to be declining. For career phase mystery shoppers, they perceive this to be a trend that will greatly affect the industry and their participation in it, as noted by this participant,

I have been performing mystery shops for 9 years. I am now considering an end to this career. It was fantastic when I first began and exciting. The pay was above average. The pay for the majority of shops has not risen and in some cases decreased over the years. More work for less pay seems to be the trend.

Another participant noted changes he saw in his career and offered his predictions for the future of the mystery shopping industry, stating,

Mystery shopping gave me a decent living, the challenge, learning new things, knowing I was making a[n] impact, and the control over my life, (somewhat) that I was use to. Know [sic] I'm seeing within this industry, a lean towards the college educated, degree holders and higher income shoppers and wondering where the road will lead.

Where the road will lead is unknown. As the mystery shopping industry evolves from an obscure activity riddled with scams and misperceptions to a credible source of performance measurement, the career of the participants will likely evolve as well.

Mystery shoppers in the various phases of activity performance- the novelty phase, the exploratory phase, and the career phase- have different motivations and expectations of

the activity. While mystery shopper motivations may shift over time, it is clear that the perceived benefits must justify the perceived costs for continued participation in mystery shopping activities.

Practical Implications

The mystery shopping industry can use the information provided in this study to create more attractive benefits package to mystery shoppers and/or tailor assignments to target participants in different phases of their mystery shopping career. The balance between intrinsic, extrinsic, and egoistic benefits must be “profitable” to the mystery shopper, and can vary among individuals. To create the balance, mystery shopping firms should evaluate the assignment, weighing the perceived costs of the assignment, such as travel, time, and workload. The Mystery Shopping Motivation Scale could be converted to a commercial application for use by mystery shopping firms to determine the optimal benefit balance for mystery shoppers. Since mystery shoppers do experience motivation crowding, periodic measurement of current motivations could ensure the appropriate benefit mix for each individual. Assignments matching the experience level and motivational influence for the shopper could be automatically computed and offered to the shopper.

If the extrinsic benefits are low, or are non-discretionary, mystery shoppers in the novelty phase may be the most appropriate match for the assignment. In the novelty phase, mystery shoppers will often accept assignments solely for the reimbursement or complimentary product. While the inclination to reduce or remove discretionary income

may appear advantageous to the mystery shopping firm, in contrast, mystery shoppers in this phase of the career are inexperienced and may look at the activity as something other than a professional endeavor. Assignments considered not as intricate or critical would be best suited for mystery shoppers in the novelty phase.

Mystery shoppers in the exploratory phase enjoy extrinsic benefits, but are still motivated by intrinsic benefits. Since shoppers in this phase have a moderate level of experience, they could be appropriate for intricate and important assignments. If the assignment is optimally balanced with intrinsic and egoistic benefits, exploratory phase mystery shoppers are apt to accept the assignment, even if the discretionary benefits are minimal.

Mystery shoppers in the career phase reported higher mean importance for discretionary benefits, and will seek out assignments with higher net profits. These are mystery shoppers with high levels of experience and may approach the assignment with a higher level of professionalism. As shoppers in this phase reported it was their job, they refused to accept assignments with low discretionary benefits attached. As such, if a mystery shopping firm is seeking professional, experienced mystery shoppers for assignments, then discretionary benefits must be substantial and optimally balanced with the cost of the assignment.

Limitations

Limitations for this study include those stemming from restricted access to potential participants and various common method biases. The participants were recruited

via an online forum devoted to topics of interest to mystery shoppers. An unanticipated obstacle for the researchers was the inability to post messages as desired. The forum moderator was allowed to approve or deny all postings made by the researcher, ultimately acting as an information “gatekeeper.” Only information approved by the moderator was seen by participants. The researcher had two messages denied and one message altered prior to posting. After one week of postings, the researchers were banned from further postings. Additionally, because of the delay of message approval, communication with potential participants was asynchronous, meaning participants waited hours for response to their questions.

Recruitment of participant was also limited by the primary researcher’s affiliation with a mystery shopping company. Data collection during the qualitative and pilot study portions of the study were performed while the researcher was an owner of a mystery shopping company. As such, access to mystery shoppers affiliated with competing companies was limited. During the main study data collection, the researcher was no longer affiliated with the mystery shopping company and the identity of the primary researcher was only disclosed in the consent form.

Common method biases contribute to variance due to the measurement method instead of the measurement of constructs (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Included in potential sources of bias are the consistency effect, implicit theories perceived by the participant, social desirability, acquiescence, participant mood, issues with items, issues with the scale format and length, and the measurement context. Each of

these was considered during research design and data collection, and was minimized when possible (Table 23).

Table 23: Potential Method Biases Present in the Study

Method bias*	Source of bias*	Minimization efforts	Remaining limitations
Consistency Effect	Respondent's attempts to maintain consistency of responses.	Through a multiple webpage format, the participant could not view questions from separate sections simultaneously.	Participants had the ability to return to and alter previous answers.
Implicit Theories	Respondent's attempts to match the theories he/she believes they have identified.	Sections related to social desirability, mystery shopping opinions, mystery shopping behavioral intentions, and demographics were addressed separately through the instrument.	Measurement of initial and continuing motivations were collected within the same double-banked question.
Social Desirability	Respondent's attempts to provide answers that are socially acceptable or what they perceive the researcher wants.	The survey was administered confidentially via an online medium so the participant's identity could not be determined. Additionally, incorporation of the abbreviated Marlow-Crowne social desirability scale provided a measure of the bias. Results indicated the effect of this bias was minimal.	With the measurement of attitudes and beliefs, social desirability bias cannot be completely eliminated.
Participant Mood	Respondent's attitude, either transient or fixed.	Participants were allowed to choose the time and location of interview and survey completion. If recent events altered the participant's mood, the data collection could be postponed. Additionally, the scale was optimized in length to avoid unnecessary strain on the participant.	Participants were recruited via an online forum where other topics concerning motivations were posted. While the researcher refrained from affirming or disputing postings, members were able to post comments discounting the benefits derived from mystery shopping, potentially affecting participant mood.
Item Complexity	Items in the measurement instrument with unclear meanings.	The scale was developed with assistance of an expert panel and went through multiple iterations with test samples.	Items could still be interpreted differently dependent on the participant's experiences and level of education.
Item Priming Effects	Introduction of an item in the survey could alter completion of similar, subsequent items.	Participants were provided any information prior to completing the interviews/surveys about the types of motivations being studied.	Items measuring agreement in the instrument measuring initial and continuing motivations may have primed the respondent for subsequent ranking of motivations and open-ended questions concerning motivations.
Common Measurement Medium	Using the same medium for all measurement of the constructs.	Through the mixed mode design of the study, constructs identified in qualitative interviews were empirically measured in the pilot and main study survey administration. Those results were then reexamined through qualitative analysis of forum postings and open-ended questions.	The primary researcher conducted all interviews. In qualitative studies, the researcher is the measurement instrument, and as such is subject to bias.

*As identified by Podsakoff, MacKenzie, Lee, & Podsakoff (2003).

Finally, the Mystery Shopper Motivation Scale must be further refined, as both the reliability and validity of the instrument must be tested with additional samples. Internal consistency of the scale was minimally acceptable, and the total variance explained was low, with 52% in the pilot study and 49% in the main study. Results of the current study may be limited by the instrument.

Future Research

Additional topics of research were identified through the research process, but were outside of the scope of the current study. In particular, the Mystery Shopper Motivation Scale is subject to further testing, refinement, and validation. The reintroduction of extrinsic items deleted through the initial refinement process may improve the reliability of the instrument across samples containing mystery shoppers of all levels of experience. Once the scale has undergone further testing, research exploring causal relationships between mystery shopper motivations and various dependent variables is warranted. A specific area of study addressing such a relationship is the exploration of motivation crowding and behavioral intentions. It would be prudent to identify relationships between the two variables, as behavioral intentions may dictate the shopper's length of service to a mystery shopping firm. Additionally, through the identification of an optimal balance for intrinsic and extrinsic mystery shopping benefits, potential retention of trained, experienced mystery shoppers would benefit all stakeholders involved in the industry.

A longitudinal study of mystery shoppers entering the novelty phase could support the findings of this study by comparing actual initial motivations, measured prior to beginning the activity, with actual continuing motivations, measured periodically throughout the mystery shopper's career. Through the measurement of motivations experienced while in the three identified phases, a more accurate picture of motivation crowding would be presented. Finally, this study focused on the benefits of mystery shopping as motivations; however, the costs associated with mystery shopping must be examined. These costs may alter the timing of motivation crowding, and may need to be accounted for in future studies.

Chapter Summary

Mystery shoppers experience intrinsic, extrinsic, and egoistic motivations for mystery shopping. Identified intrinsic motivations include excitement, enjoyment, the undercover aspect, escapism, impact, client benefits, mystery shopping company benefits, learning opportunities, and personal development. Extrinsic benefits include income (discretionary compensation) and complimentary amenities (non-discretionary compensation). Egoistic motivations, which are well-internalized extrinsic motivations, include pride, exclusivity, and prestige.

Mystery shoppers do experience motivation crowding dependent on their phase of mystery shopping career activity. For shoppers in the novelty phase, extrinsic motivations tend to decrease while intrinsic motivations increase. In the exploratory phase, extrinsic motivations increase along with the intrinsic motivations, yet the intrinsic motivations are

still the dominant factor. Mystery shoppers in the career phase also experience simultaneous increase of intrinsic and extrinsic motivations, but the dominant factor has shifted to extrinsic motivations.

As with most research, this study does have inherent limitations. These include restricted access to potential participants based on recruitment methods, and common method variances, such as effects from a consistency motif, implicit theories, social desirability, participant mood, item complexity, item priming, and a common measurement medium. The limitation contained in this study were identified and minimized when possible.

Future research to refine the Mystery Shopper Motivation Scale may reintroduce some of the extrinsic measurement items deleted through the scale development process. Further examination into the effects of motivation crowding could be conducted, including determination of a relationship between motivation crowding and mystery shopper behavioral intentions. Additionally, longitudinal studies with mystery shoppers in the novelty phase could track the shift in motivations as they occur. Finally, the incorporation of the perceived costs associated with mystery shopping could be incorporated into a comprehensive model of mystery shopper motivations.

**APPENDIX A:
QUALITATIVE INTERVIEW QUESTIONS**

Question	Measurement of:
How did you first hear about the opportunity to be a contracted mystery shopper for Service Quality Solutions?	Background Information/ Demographics
Had you performed mystery shops for any other entity prior to that opportunity? If so, what industries did you shop?	Background Information/ Demographics
Prior to hearing about that opportunity, were you familiar with the use of mystery shoppers in the Hospitality industry? If so, please tell me what you knew about mystery shopping at that time.	Pre-experience Perceptions of the MS Practice
What perceptions did you have concerning the practice of mystery shopping?	
What interest did you have in mystery shopping at that time?	
What motivated you to respond to the opportunity to become a mystery shopper?	Pre-experience Motivations
What did you expect to experience while performing mystery shops?	Pre-experience Expectations
What benefits did you expect to receive from performing mystery shops?	Pre-experience Perceived Benefits
What drawbacks did you think you may encounter when performing mystery shops?	Pre-experience Perceived Costs
Once you were contracted to begin mystery shops, what emotions did you experience?	Pre-experience Emotions
Is there anything else you would like to tell me about your experiences prior to performing a mystery shop?	Participant Opportunity to Provide Additional Comments
How did the actual mystery shop compare with what you expected?	Comparison of Pre- experience Expectations and Experience
Did you experience any benefits other than what you expected? If so, what were they?	Actual Benefits

Did you experience any drawbacks other than what you expected? If so, what were they?	Actual Costs
What emotions did you experience while performing the mystery shop?	Emotions
How many mystery shops have you performed?	Background Information/ Demographics
Why do you continue to perform mystery shops?	Motivations
Do you tell friends, family, and others about performing shops? If so, what is their reaction?	
How do you feel when telling others about mystery shopping?	Emotions
Who do you think benefits from mystery shops?	Motivations
What would motivate you to perform more mystery shops?	Motivations
What would cause you to discontinue performing mystery shops?	Motivations
Is there anything else you would like to tell me about your continued motivations for performing mystery shops?	Participant Opportunity to Provide Additional Comments
What is the highest level of education you attained? If post-secondary education, what was your major/ area of focus?	Background Information/ Demographics
Do you currently work in the Hospitality industry? If so, in what capacities?	Background Information/ Demographics
Have you worked in the Hospitality industry in the past? If so, in what capacities?	Background Information/ Demographics

**APPENDIX B:
INSTITUTIONAL REVIEW BOARD OUTCOME LETTER**



University of Central Florida Institutional Review Board
Office of Research & Commercialization
12201 Research Parkway, Suite 501
Orlando, Florida 32826-3246
Telephone: 407-823-2901, 407-882-2012 or 407-882-2276
www.research.ucf.edu/compliance/irb.html

EXPEDITED CONTINUING REVIEW APPROVAL NOTICE

From : UCF Institutional Review Board
FWA00000351, Exp. 6/24/11, IRB00001138

To : Pamela B. Allison

Date : August 22, 2008

IRB Number: SBE-07-05205

Study Title: Mystery Shopper Motivations: A Grounded Theory Analysis

Dear Researcher,

This letter serves to notify you that the continuing review application for the above study was reviewed and approved by the IRB Chair on 8/22/2008 through the expedited review process according to 45 CFR 46 (and/or 21 CFR 50/56 if FDA-regulated).

Continuation of this study has been approved for a one-year period. The expiration date is 8/21/2009. This study was determined to be no more than minimal risk and the categories for which this study qualified for expedited review are:

6. Collection of data from voice, video, digital, or image recordings made for research purposes.
7. Research on individual or group characteristics or behavior (including, but not limited to, research on perception, cognition, motivation, identity, language, communication, cultural beliefs or practices, and social behavior) or research employing survey, interview, oral history, focus group, program evaluation, human factors evaluation, or quality assurance methodologies.

Use of the approved, stamped consent document(s) is required. The new form supersedes all previous versions, which are now invalid for further use. Only approved investigators (or other approved key study personnel) may solicit consent for research participation. Subjects or their representatives must receive a copy of the consent form(s).

All data must be retained in a locked file cabinet for a minimum of three years (six if HIPAA applies) past the completion of this research. Any links to the identification of participants should be maintained on a password-protected computer if electronic information is used. Additional requirements may be imposed by your funding agency, your department, or other entities. Access to data is limited to authorized individuals listed as key study personnel.

To continue this research beyond the expiration date, a Continuing Review Form must be submitted 2 – 4 weeks prior to the expiration date. Use the Unanticipated Problem Report Form or the Serious Adverse Event Form (within 5 working days of event or knowledge of event) to report problems or events to the IRB. Do not make changes to the study (i.e., protocol methodology, consent form, personnel, site, etc.) before obtaining IRB approval. Changes can be submitted for IRB review using the Addendum/Modification Request Form. An Addendum/Modification Request Form cannot be used to extend the approval period of a study. All forms may be completed and submitted online at <https://iris.research.ucf.edu>.

On behalf of Tracy Dietz, Ph.D., UCF IRB Chair, this letter is signed by:

Signature applied by Joanne Muratori on 08/22/2008 04:04:41 PM EDT

IRB Coordinator

**APPENDIX C:
ITEM POOL GENERATION**

Income

1. I perform mystery shopping for the income it provides.
2. Mystery shopping provides important income for me.
3. I would perform more mystery shops if I received more money for each one.
4. The money I receive from mystery shopping has no influence on my participation.
(reverse coded)
5. The primary reason I perform mystery shops is the money I get paid.

Compensation

6. Mystery shopping provides amenities (free dinners, hotel stays, etc.) for me.
7. I perform mystery shopping for the complimentary amenities (free dinners, hotel stays, etc.).
8. The primary reason I perform mystery shops is the complimentary amenities (free dinners, hotel stays, etc.).
9. The amenities (free dinners, hotel stays, etc.) I receive for mystery shopping have no influence on my participation. (reverse coded)
10. The amenities (free dinners, hotel stays, etc.) I receive for mystery shopping are important to me.
11. I would perform mystery shops solely for the amenities (free dinners, hotel stays, etc.).

Escapism

12. I feel like a different person when I participate in scenarios during mystery shopping assignments.
13. I act like a different person when I participate in scenarios during mystery shopping assignments.
14. Mystery shopping is an escape from reality for me.
15. I feel like I “get away” when I go mystery shop.
16. Mystery shopping allows me to escape from my normal routine.
17. I like pretending I have a different lifestyle when I mystery shop.
18. The primary reason I perform mystery shops is to escape from my normal routine.
19. The primary reason I perform mystery shops is to “get away”.

Undercover Aspect

20. The “undercover” aspect of mystery shopping is exciting.

Excitement

21. I experience excitement when performing mystery shopping.
22. I feel mystery shopping is exciting.
23. I like the excitement of mystery shopping.
24. Mystery shopping is exciting.
25. I perform mystery shopping because it is exciting.
26. The primary reason I perform mystery shops is for excitement.

Enjoyment

27. I enjoy mystery shopping.
28. Mystery shopping is an activity I enjoy.
29. Mystery shopping brings me joy.
30. Mystery shopping makes me happy.
31. I am happy when mystery shopping.
32. I would perform mystery shops even if I didn't get paid.
33. I perform mystery shopping for the enjoyment of the activity.
34. The primary reason I perform mystery shops is for enjoyment.

Personal Development

35. Mystery shopping is important for my personal development.
36. I gain knowledge and skills through mystery shopping.
37. The primary reason I perform mystery shops is for my personal development.

Learning Opportunity

38. I feel like I have learned about the industries I evaluate through mystery shopping.
39. I work in the industries I evaluate and learn from the solutions to service issues.
40. I view mystery shopping as an opportunity to learn about service.
41. The primary reason I perform mystery shopping is for the learning opportunity.

Prestige

42. When I perform mystery shops, I like the way the staff treats me.
43. The employees I evaluate treat me well.
44. The primary reason I perform mystery shops is the treatment I receive from the employees I evaluate.

45. The staff must treat me well to receive high evaluations.

Pride

- 46. People are jealous when I tell them I am a mystery shopper.
- 47. I like telling people I am a mystery shopper.
- 48. My peers look up to me for mystery shopping.
- 49. I like the attention I receive for mystery shopping.
- 50. People ask me about how to become mystery shoppers.
- 51. I feel pride when telling peers I am a mystery shopper.
- 52. The primary reason I perform mystery shops is the prestige of the activity.

Impact

- 53. I know my evaluations have an impact on the employees evaluated.
- 54. My reports can reward or punish employees.
- 55. The primary reason I perform mystery shops is to reward employees.
- 56. The primary reason I perform mystery shops is to punish employees.
- 57. The primary reason I perform mystery shops is to train employees.
- 58. I enjoy telling management about inconsistencies in service.
- 59. Management values the reports I provide.

Exclusivity

- 60. I know there are many people who would like to be a mystery shopper but have not had the opportunity.
- 61. I feel special to be able to mystery shop.
- 62. Mystery shopping provides a feeling of exclusivity.
- 63. I consider myself special because of my mystery shopping status.
- 64. Mystery shopping is an exclusive activity.
- 65. The primary reason I perform mystery shops is it makes me feel unique.
- 66. The primary reason I perform mystery shops is because it is an exclusive activity.

Company Benefit (hotel, restaurant, etc.)

- 67. I perform mystery shops to improve the quality of the company (hotel, restaurant, etc.) being evaluated.
- 68. The companies I evaluate benefit from my participation in mystery shopping.
- 69. I perform mystery shops so employees I evaluate can be rewarded.

- 70. Employees I evaluate benefit from my participation in mystery shopping.
- 71. If an incident happens to me as a mystery shopper, it is less likely to happen to another customer.
- 72. I think the employees I evaluate benefit from mystery shopping.
- 73. The companies I evaluate (hotel, restaurant, etc.) can use my mystery shopping evaluations as a training tool.
- 74. The primary reason I perform mystery shops is to help the company I am evaluating (hotel, restaurant, etc.)

Mystery Shopping Company Benefit

- 75. I perform mystery shops so the mystery shopping company can grow.
- 76. I perform mystery shops to help build the reputation of the mystery shopping companies I work for.
- 77. The mystery shopping companies I work with benefit from my participation in mystery shopping.
- 78. I have helped improve the reputation of the mystery shopping companies I work with.
- 79. The mystery shops I perform improve the reputation of the mystery shopping companies I work with.
- 80. The primary reason I perform mystery shops is to help the mystery shopping company.

**APPENDIX D:
PILOT STUDY RECRUITMENT EMAIL**

Good evening shoppers,

As some of you know, I am a PhD candidate working on my dissertation concerning mystery shopper motivations (why we perform mystery shops). It would help me out a great deal if you would fill out a survey for me. The average time to complete it has been about 8-10 minutes. The survey is completely confidential.

To complete the survey, please go to:

https://www.surveymonkey.com/s.aspx?sm=W_2bl6K78OZTIXHAtN5VJBew_3d_3d.

Thank you so much for your assistance.

Pam

**APPENDIX E:
PILOT STUDY FOLLOW-UP EMAIL**

Thank you to everyone who participated in the survey concerning mystery shopper motivations. Your responses were greatly appreciated.

For those of you who did not have the opportunity to participate, please take about 10 minutes to assist with the research. I still need another 200 responses in order to do proper analysis of the data. By identifying the motivations of mystery shoppers, we will add credibility to the industry, showing clients why we do what we do and show mystery shopping companies what would motivate us more.

To complete the survey, please go to:

https://www.surveymonkey.com/s.aspx?sm=azXAcRHEYlm7MPIfC7Dmfg_3d_3d.

Thank you so much for your assistance with this project.

Pam

**APPENDIX F:
MAIN STUDY RECRUITMENT POSTING**

Hello Mystery Shoppers,

I am a PhD student at the University of Central Florida and am doing my dissertation on mystery shopper motivations. I am trying to find out why we mystery shop, what makes us want to shop more, and why we may stop shopping. I am hoping to contribute to the mystery shopping industry by adding credibility to our industry and showing those who hire us what would motivate us more.

Please take about 10 minutes to help with completing a survey. I am hosting it online with Survey Monkey. The link to complete the survey is:
https://www.surveymonkey.com/s.aspx?sm=uVXpcxmychLZFBaWWhM1Qg_3d_3d.

Thank you in advance for your participation.

Pamela Allison
PhD Candidate
Rosen College of Hospitality Management, University of Central Florida

**APPENDIX G:
MYSTERY SHOPPER MOTIVATION SCALE**

1. Welcome

Thank you for assisting with this survey concerning mystery shopper motivations. There are four main sections to this survey:

- 1) General information
- 2) Mystery shopping opinions
- 3) General opinions
- 4) Demographic information

There is a total of 48 questions. The entire survey should take 10-15 minutes to complete and your participation is extremely valuable to the mystery shopping industry.

To begin the survey, please read the following consent form and indicate your agreement to participate in the study.

1.

Informed Consent for an Adult in a Non-medical Research Study

Researchers at the University of Central Florida (UCF) study many topics. To do this we need the help of people who agree to take part in a research study. You are being invited to take part in a research study which will include about 500 people. You can ask questions about the research. You can read this form and agree to take part right now, or return to the survey at another time. You will be told if any new information is learned which may affect your willingness to continue taking part in this study. You have been asked to take part in this research study because you are currently a mystery shopper. You must be 18 years of age or older to be included in the research study and sign this form. The person doing this research is Pamela Allison of the Rosen College of Hospitality Management. Because the researcher is a Doctoral student, she is being guided by Dr. Denver Severt, a UCF faculty supervisor in the Rosen College of Hospitality Management.

Study title: Mystery Shopper Motivations and the Effect of Motivational Crowding

Purpose of the research study: The purpose of this study is to determine motivations for becoming a mystery shopper and motivations for continuing to perform mystery shops.

What you will be asked to do in the study: You will be asked a series of questions regarding your motivations for becoming a mystery shopper and continuing to perform mystery shops.

Voluntary participation: You should take part in this study only because you want to. There is no penalty for not taking part. You have the right to stop at any time by simply exiting the survey.

Location: The survey will be conducted via an online survey, which can be completed at any location.

Time required: It should take 10-15 minutes to complete the survey.

Risks: There is minimal risk for taking part in this study. As some information is of a personal nature, the risk of a confidentiality breach is present. You do not have to answer every question.

Benefits: There is no compensation or payment for taking part in this study.

Confidentiality: Your identity will be kept confidential. The researcher will make every effort to prevent anyone who is not on the research team from knowing that you gave us information, or what that information is. For example, your name will not be collected. Your information will be combined with information from other people who took part in this study and reported in aggregate. When the researcher writes about this study to share what was learned with other researchers, they will write about this combined information. Your name will not be used in any report, so people will not know how you answered or what you did.

There are times when the researcher may have to show your information to other people. The researcher may have to show your identity to people who check to be sure the research was done right. These may be people from the University of Central Florida or state, federal or local agencies or others who pay to have the research done.

Study contact for questions about the study or to report a problem: Pamela Allison, Doctoral Student, Rosen College of Hospitality Management (407) 334-7771 or by email at pballiso@mail.ucf.edu, or Dr. Denver Severt, Faculty Supervisor, Rosen College of Hospitality Management by email at dsevert@mail.ucf.edu.

IRB contact about your rights in the study or to report a complaint: Research at the University of Central Florida involving human participants is carried out under the oversight of the Institutional Review Board (UCF IRB).

- I agree to participate
 I do not wish to participate

2. Are you at least 18 years old?

- Yes
 No

2. General Information

Please answer the following questions so the survey can be tailored to your responses.

3. Have you ever performed a mystery shop?

- Yes
 No

3. Industries shopped

4. Approximately how many mystery shops in each of the following categories have you performed?

	Never	1	2	3-5	6-9	10-14	15-19	20-24	25-29	30 or more
Hotels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cruise lines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Retail stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Auto dealerships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grocery stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cell phone companies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Theme parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Casinos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify industry and number of times shopped)

4. Mystery shopping opinions

For each question, indicate your agreement with the statement based on your opinions prior to conducting mystery shops and your current opinions.

5. Prior to becoming a mystery shopper yourself, did you personally know anyone who performed mystery shopping?

- Yes
 No

5.

This section will ask your opinions about mystery shopping prior to becoming a shopper and after performing mystery shops. Please answer both parts of each question. If you have not yet performed a shop (for any company), please skip the second part of each question concerning opinions after shop performance.

6. Mystery shopping is an enjoyable activity.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Mystery shopping companies benefit from my participation.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. The money I receive from mystery shopping influences my participation.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Mystery shopping allows me to escape from the routine of my normal life.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. The "undercover" aspect of mystery shopping is exciting.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. I gain knowledge and skills through mystery shopping.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. The complimentary amenities (free dinners, hotel stays, etc.) influence my participation in mystery shopping activities.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. The companies I evaluate (hotel, restaurant, etc.) can use my mystery shopping evaluations as a training tool.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. People ask me about how to become a mystery shopper.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. I feel pride when telling peers I am a mystery shopper.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. I know my evaluations have an impact on the employees evaluated.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. I know there are many people who would like to be a mystery shopper but have not had the opportunity.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. I perform mystery shopping for the income it provides.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. I like the excitement of mystery shopping.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. I view mystery shopping as an opportunity to learn about service.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. I would perform mystery shops even if I didn't get paid.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Your opinion prior to mystery shopping:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your opinion after performing mystery shop:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Why do you perform mystery shops?

Rank your reasons for mystery shopping by numbering them 1-9, with 1 as your primary motivation and 9 as having the least influence on mystery shopping. Use each number only one time.

	Rank
enjoyment	<input type="text"/>
excitement	<input type="text"/>
free amenities (meals, hotel stays, etc.)	<input type="text"/>
Income	<input type="text"/>
It makes me feel special	<input type="text"/>
learning opportunities	<input type="text"/>
to help the companies I evaluate	<input type="text"/>
to help the mystery shopping companies I represent	<input type="text"/>
to help with training of staff	<input type="text"/>

23. Do you normally perform your mystery shops alone or with others? (check all that apply)

Alone

With friends

With family

Other (please specify)

24. Is there anything you would like to add concerning your motivations to participate in mystery shopping?

6. Intentions

25. How likely are you to say positive things about mystery shopping to other people?

Very unlikely Unlikely Neutral Likely Very likely

26. How likely are you to recommend mystery shopping to people who ask your advice?

Very unlikely Unlikely Neutral Likely Very likely

27. How likely are you to encourage friends or relatives to become mystery shoppers?

- Very unlikely Unlikely Neutral Likely Very likely

28. How likely are you to continue to participate in mystery shopping over the next 6 months?

- Very unlikely Unlikely Neutral Likely Very likely

29. How likely are you to continue to participate in mystery shopping over the next year?

- Very unlikely Unlikely Neutral Likely Very likely

30. How likely are you to continue to participate in mystery shopping over the next 3 years?

- Very unlikely Unlikely Neutral Likely Very likely

31. How likely are you to continue to participate in mystery shopping over the next 5 years?

- Very unlikely Unlikely Neutral Likely Very likely

32. How likely are you to continue to participate in mystery shopping over the next 10 years?

- Very unlikely Unlikely Neutral Likely Very likely

7. General opinions

33. When I don't know something, I don't at all mind admitting it.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

34. I have never intensely disliked anyone.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

35. I never hesitate to go out of my way to help someone in trouble.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

36. I am always courteous, even to people that are disagreeable.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

37. I would never think of letting someone else be punished for my wrongdoings.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

38. I sometimes feel resentful when I don't get my way.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

39. There have been times when I felt like rebelling against people in authority even though I knew they were right.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

40. I can remember "playing sick" to get out of doing something

- Strongly Disagree Disagree Neutral Agree Strongly Agree

41. There have been times when I was quite jealous of the good fortune of others.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

42. I am sometimes irritated by people who ask favors of me.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

8. Demographic Information

This section is for analysis purposes only. All responses are kept confidential.

43. Your age:

- 18-24
 25-34
 35-49
 50-64
 Over 65
 Do not wish to answer

44. Gender:

- Male
 Female
 Do not wish to answer

45. Marital status:

- Single
 Married
 Do not wish to answer

46. Do you have children that reside with you?

- Yes
 No
 Do not wish to answer

47. Household income:

- under \$19,999
- \$20,000-\$39,999
- \$40,000-\$59,999
- \$60,000-\$79,999
- over \$80,000
- Do not wish to answer

48. What is the highest level of education you have completed?

- High school
- Some college work (degree not yet attained)
- Certificate
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctoral degree
- Do not wish to answer
- Other (please specify)

49. Are you:

	Yes	No	Do not wish to answer
a part time student	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a full time student	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a full time mystery shopper	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
employed full time in a position unrelated to mystery shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
employed in a part time position unrelated to mystery shopping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If employed outside mystery shopping, please state the industry

9. Thank you

Thank you so much for your participation. Your information will contribute to research concerning and affecting the mystery shopping industry.

I would appreciate your input on future research concerning mystery shopper motivations. If you would like to participate, please email pballiso@mail.ucf.edu. In the subject field, type "Research" and in the body of the email, only provide the four digit code you enter below.

REFERENCES

- Amabile, T. M., DeJong, W., & Lepper, M. R. (1976). Effects of externally imposed deadlines on subsequent intrinsic motivation. *Journal of Personality and Social Psychology, 34*(1), 92-98.
- ATLAS.ti Scientific Software Development GmbH (2008). *Product Brochure*. Retrieved on February 19, 2009 from http://www.atlasti.com/downloads/atlas.ti5_brochure_2008_en.pdf.
- Baard, P. P., Deci, E. L., & Ryan, R. M. (2004). Intrinsic need satisfaction: A motivational basis of performance and well-being two work settings. *Journal of Applied Social Psychology, 34*(10), 2045-2068.
- Bagozzi, R., & Yi, Y. (1988). On the Evaluation of Structural Equation Models. *Journal of the Academy of Marketing Science, 16*(1), 74-94.
- Barry, B. & Oliver, R. L. (1996). Affect in dyadic negotiation: A model and propositions. *Organizational Behavior and Human Decision Processes, 67* (2), 127-143.
- Beck, J., & Miao, L. (2003). Mystery shopping in lodging properties as a measurement of service quality. *Journal of Quality Assurance in Hospitality and Tourism, 4*(1/2), 1-21.
- Becker, H. S. (1958). Problems of inference and proof in participant observation. *American Sociological Review, 23*(6), 652-660.
- Benabou, R., & Tirole, J. (2003). Intrinsic and extrinsic motivation. *Review of Economic Studies, 70*, 489-520.

- Bolton, G. E., & Katok, E. (1998). An experimental test of the crowding out hypothesis: The nature of beneficent behavior. *Journal of Economic Behavior & Organization*, 37(3), 315-331.
- Bolton, R. (1998). A dynamic model of the duration of the customer's relationship with a continuous service provider: The role of satisfaction. *Marketing Science*, 17 (1), 45-65.
- Boon, J. C. W., & Davies, G. M. (1993). The influence of biographical information on event memory: When it's not what you know but whom you know. *Journal of General Psychology*, 120, 517-530.
- Borzaga, C., & Tortia, E. (2006). Worker motivations, job satisfaction, and loyalty in public and nonprofit social services. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 225-248.
- Boulton, A. (2006). Enhancing the volunteer experience: Understanding motivation and commitment. In *The art of volunteer development* (pp. 60-75). Salt Lake City: Utah Arts Council Publication.
- Bruyere, B., & Rappe, S. (2007). Identifying the motivations of environmental volunteers. *Journal of Environmental Planning and Management*, 50(4), 503-516.
- Burke, A., Heuer, F., & Reisberg, D. (1992). Remembering emotional events. *Memory and Cognition*, 20, 277-290.
- Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., et al. (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, 74(6), 1516-1530.

- Clason, D., & Dormody, T. (1994). Analyzing data measured by individual Likert-type items. *Journal of Agricultural Education, 35* (4), 31-35.
- Cleave, S., & Doherty, A. (2005). *Understanding volunteer and non-volunteer constraints: A mixed-method approach*. Paper presented at the 11th Canadian Congress on Leisure Research, Nanaimo, B.C.
- Cocheo, S., Harris, K., & Kirk, A. (2003). Where your bank meets your customer. *ABA Banking Journal, 95*(2), 2-5.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches* (Second ed.). Thousand Oaks: Sage Publications.
- Czepiec, H. (1983). The mystery shopper technique as an experiential exercise to teach undergraduate marketing principles. *Journal of Marketing Education, 5*(1), 33-36.
- Dawson, J., & Hillier, J. (1995). Competitor mystery shopping: Methodological considerations and implications for the MRS code of conduct. *Journal of the Market Research Society, 37*(4), 417-427.
- Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology, 18*(1), 105-115.
- Deci, E. L., Koestner, R., & Ryan, R. M. (2001). Extrinsic rewards and intrinsic motivation in education: Reconsidered once again. *Review of Educational Research, 71*(1), 1.
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum Press.
- Deci, E. L., & Ryan, R. M. (2000). The 'what' and 'why' of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry, 11*(4), 227.

- Deci, E. L., Ryan, R. M., & Koestner, R. (2001). The pervasive negative effects of rewards on intrinsic motivation: Response to Cameron (2001). *Review of Educational Research, 71*(1), 43.
- Delfgaauw, J., & Dur, R. (2007). Signaling and screening of workers' motivation. *Journal of Economic Behavior & Organization, 62*(4), 605-624.
- DeVellis, R. F. (2003). *Scale development: Theory and applications* (2nd ed. Vol. 26). Thousand Oaks: Sage Publications.
- Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method* (2nd ed.). New York: John Wiley & Sons.
- Dolnicar, S., & Randle, M. (2007). What motivates which volunteers? Psychographic heterogeneity among volunteers in Australia. *Voluntas, 18*, 135-155.
- Erstad, M. (1998). Mystery shopping programmes and human resource management. *International Journal of Contemporary Hospitality Management, 10*(1), 34-38.
- Felertag, H. (2007). Sales managers fail to respond to inquiries. *Hotel & Motel Management, (November)*, 10.
- Finn, A. (2001). Mystery shopper benchmarking of durable-goods chains and stores. *Journal of Service Research, 3*(4), 310.
- Finn, A., & Kayande, U. (1999). Unmasking a phantom: A psychometric assessment of mystery shopping. *Journal of Retailing, 75*(2), 195-217.
- Fisher, R. J. (1993). Social desirability bias and the validity of indirect questioning. *The Journal of Consumer Research, 20*(2), 303-315.
- Frank, B. R. (2004). Incentives for basic research in a large institution: Some general considerations and a case study. *Research Evaluation, 13*(2), 120-127.

- Frey, B. S. (1993). Motivation as a limit to pricing. *Journal of Economic Psychology*, 14(4), 635-665.
- Frey, B. S., & Jegen, R. (2001). Motivation crowding theory. *Journal of Economic Surveys*, 15(5), 589-611.
- Frey, B. S., & Oberholzer-Gee, F. (1997). The cost of price incentives: An empirical analysis of motivation crowding-out. *American Economic Review*, 87(4), 746-756.
- Garland, R. (1991). The mid-point on a rating scale: Is it desirable? *Marketing Bulletin*, 2, 66-70.
- Gerstein, L. H., Wilkeson, D. A., & Anderson, H. (2004). Differences in motivations of paid versus nonpaid volunteers. *Psychological Reports*, 94, 163-175.
- Gold, R. L. (1958). Roles in sociological field observations. *Social Forces*, 36(3), 217-223.
- Goodwin, E. (2006). Shopping for a mystery shopper. *Restaurant Hospitality*, (August), 80-82.
- Grepperud, S. (2007). Environmental voluntary behaviour and crowding-out effects: Regulation or laissez-faire? *European Journal of Law and Economics*, 23(2), 135-150.
- Grepperud, S., & Pedersen, P. A. (2006). Crowding effects and work ethics. *Labour: Review of Labour Economics and Industrial Relations*, 20(1), 125(114).
- Grove, S. J., & Fisk, R. P. (1992). Observational data collection methods for services marketing: An overview. *Journal of the Academy of Marketing Science*, 20(3), 217-224.

- Hibbert, S., Piacentini, M., & Dajani, H. A. (2003). Understanding volunteer motivation for participation in a community-based food cooperative. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(1), 30-42.
- Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of Management*, 21(5), 967-988.
- Independent Sector. (2001). Giving and volunteering in the United States 2001. Retrieved October 16, 2008, from <http://www.independentsector.org/programs/research/gv01main.html>.
- Independent Sector. (2007). Value of volunteer time. Retrieved October 16, 2008, from http://www.independentsector.org/programs/research/volunteer_time.html.
- James, H. S., Jr. (2005). Why did you do that? An economic examination of the effect of extrinsic compensation on intrinsic motivation and performance. *Journal of Economic Psychology*, 26(4), 549-567.
- Janssen, M. C. W., & Mendys-Kamphorst, E. (2004). The price of a price: On the crowding out and in of social norms. *Journal of Economic Behavior & Organization*, 55(3), 377-395.
- Katz, D. (1960). The functional approach to the study of attitudes. *The Public Opinion Quarterly*, 24(2), 163-204.
- Kimmel, A. J. (2001). Deception in marketing research and practice: An introduction. *Psychology & Marketing*, 18(7), 657-662.
- Krosnick, J. A. & Fabrigar, L. R. (1997). Designing rating scales for effective measurement in surveys. In L. Lyberg, P. Biemer, M. Collins, E. de Leeuw, C.

- Dippo, N. Schwartz, & D. Trewin (Eds.), *Survey measurement and process quality*.
New York: John Wiley & Sons.
- Lepper, M. R., Greene, D., & Nisbett, R. E. (1973). Undermining children's intrinsic interest with extrinsic reward: A test of the 'overjustification' hypothesis. *Journal of Personality and Social Psychology*, 28(1), 129-137.
- Marshall, C., & Rossman, G. B. (2006). *Designing qualitative research* (4th ed.).
Thousand Oaks: Sage Publications.
- Mayer, B. W., Fraccastoro, K. A., & McNary, L. D. (2007). The relationship among organizational-based self-esteem and various factors motivating volunteers. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 327-340.
- McDonald, J. L. (2004). The optimal number of categories for numerical rating scales (Doctoral dissertation, University of Denver, 2004). *Dissertation Abstracts International* 65 (05), 1664. (UMI No. 3134422)
- McDonough, M. (2004). A sneak peak. *ABA Journal*, 90(5), 72-73.
- Michelson, M. (2007). *Taking the mystery out of mystery shopping*. [PowerPoint slides].
Retrieved from www.mspa-eu.org/about/MysteryShopping1.ppt on January 7, 2008.
- Miller, G. A. (1956). The magic number seven plus or minus two: Some limits on our capacity to process information. *Psychological Review*, 63(81-97).
- Mills, P. K. & Morris, J. H. (1986). Clients as “partial” employees of service organizations: Role development in client participation. *The Academy of Management Review*, 11 (4), 726-735.

- Mohen, J. C., & Sujan, H. (2005). Volunteer behavior: A hierarchical model approach for investigating its trait and functional motive antecedents. *Journal of Consumer Psychology, 15*(2), 170-182.
- Morrison, L. J., Colman, A. M., & Preston, C. C. (1997). Mystery customer research: Cognitive processes affecting accuracy. *Journal of Market Research Society, 39*(2), 349-360.
- Mystery Shopper Provider's Association. (2007). MSPA ethics. Retrieved October 1, 2007, from <http://www.mysteryshop.org/ethics/>
- Ng Kwet Shing, M., & Spence, L. J. (2002). Investigating the limits of competitive intelligence gathering: Is mystery shopping ethical? *Business Ethics: A European Review, 11*(4), 343-353.
- Norris, P. (2004). Reasons why mystery shopping is a useful and justifiable research method. *The Pharmaceutical Journal, 272*, 746-747.
- Nunnally, J.C. (1978). *Psychometric Theory*. Second Edition. McGraw Hill Publishing Company. New York City, New York.
- Pallant, J. (2001). *SPSS survival manual*. New York: Open University Press.
- Penner, L. A., & Finkelstein, M. A. (1998). Dispositional and structural determinants of volunteerism. *Journal of Personality and Social Psychology, 74*(2), 525-537.
- Pezdek, K., Sperry, K., & Owens, S. (2007). Interviewing witnesses: The effect of forced confabulation on event memory. *Law & Human Behavior, 31*, 463-478.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J-Y., Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.

Quality of Life Research Center. (2008). About us. Retrieved October 15, 2008, from

<http://qlrc.cgu.edu/about.htm>.

Reed, K., & Miles, L. R. (1995). How mystery shoppers support 'the Brenton way' of creating and defining a service culture. *Journal of Retail Banking Services*, 17(4), 21.

Reeson, A. F., & Tisdell, J. G. (2008). Institutions, motivations and public goods: An experimental test of motivational crowding. *Journal of Economic Behavior & Organization*, 68(1), 273-281.

Rehberg, W. (2005). Altruistic individuals: Motivations for international volunteering among young adults in Switzerland. *International Journal of Voluntary and Nonprofit Organizations*, 16(2), 109-122.

Rubin, A., & Thorelli, I. M. (1984). Egoistic motives and longevity of participation by social service volunteers. *The Journal of Applied Behavioral Science*, 20(3), 223.

Ryan, R. M., & Deci, E. L. (2000a). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.

Ryan, R. M., & Deci, E. L. (2000b). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.

Schondel, C. K., & Boehm, K. E. (2000). Motivational needs of adolescent volunteers. *Adolescence*, 35(138), 335-344.

Silver, D. (2000). Hidden agenda. *Restaurants and Institutions*, 110(16), 63-65.

- Smith, M. B., Bruner, J. S., & White, R. W. (1956). *Opinions and personality*. New York: John Wiley and Sons, Inc.
- Snyder, M. (1993). Basic research and practical problems: The promise of a "Functional" Personality and social psychology. *Personality and Social Psychology Bulletin*, 19, 251-264.
- Snyder, N. (2004). Undercover shopping a mystery to many [Electronic Version]. *The Tennessean*. Retrieved July 27, 2008 from http://www.mysteryshop.org/news/article_pr.php?art_ID=45.
- Spradley, J. P. (1980). *Participant observation*. Orlando: Harcourt Brace College Publisher.
- Steckel, R. (2008). A history of the standard of living in the United States. Retrieved October 15, 2008, from <http://eh.net/encyclopedia/article/Steckel.standard.living.us>.
- Stevens, J. (2002). *Applied multivariate statistics for the social sciences* (4th edition). Mahway, NJ: Lawrence Erlbaum.
- Strahan, R., & Gerbasi, K. C. (1972). Short homogeneous versions of the Marlow-Crowne social desirability scale. *Journal of Clinical Psychology*, 28(2), 191-193.
- Sweller, J. (1988). Cognitive load during problem solving: Effects on learning. *Cognitive Science*, 12(1), 257-285.
- The Economist Group. (2005). The economist intelligence unit's quality-of-life index. Retrieved October 17, 2008, from http://www.economist.com/media/pdf/QUALITY_OF_LIFE.PDF.

- The Global Development Research Center. (2008). Notes on "Quality of life". Retrieved October 17, 2008, from <http://www.gdrc.org/uem/qol-define.html>.
- Thorley, C., & Dewhurst, S. A. (2007). Collaborative false recall in the DRM procedure: Effects of group size and group pressure. *European Journal of Cognitive Psychology, 19*(6), 867-881.
- Titmuss, R. M. (1970). *The gift relationship*. London: Allen and Unwin.
- Tulving, E. (1983). *Elements of episodic memory*. New York: Charles C. Thomas.
- United Press International. (2008). Time management improves quality of life. Retrieved October 16, 2008, from http://www.upi.com/Health_News/2008/10/10/Time_management_improves_quality_of_life/UPI-72301223664546.
- Vinten, G. (1994). Participant observation: A model for organizational investigation? *Journal of Managerial Psychology, 9*(2), 30-38.
- Walker, J. (2009). *Introduction to hospitality* (5th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Warburton, J., & Crosier, T. (2001). Are we too busy to volunteer? The relationship between time and volunteering using the 1997 ABS time use data. *Australian Journal of Social Issues, 36*(4), 295-314.
- Wilson, A. M. (1998). The role of mystery shopping in the measurement of service performance. *Managing Service Quality, 8*(6), 414-420.
- Wilson, A. M. (1998). The use of mystery shopping in the measurement of service delivery. *The Services Industries Journal, 18*(3), 148-163.

- Wilson, A. M. (2001). Mystery shopping: Using deception to measure service performance. *Psychology & Marketing, 18*(7), 721-734.
- Wilson, A. M., & Gutmann, J. (1998). Public transport: The role of mystery shopping in investment decisions. *Journal of the Market Research Society, 40*(4), 285-293.
- Yeung, A. B. (2004). The octagon model of volunteer motivation: Results of a phenomenological analysis. *International Journal of Voluntary and Nonprofit Organizations, 15*(1), 21-46.