

## **A Study on the Logical Relationship Between Emotional Intelligence, Job Satisfaction and Motivation among Mystery Shoppers: A Pilot Study Analysis**

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**Abstract:** Mystery shopping is a simple concept which deals with just silent observation but the stress and pain which mystery shoppers face during each assignment is enormous. This job needs a lot of motivation and a balanced mind to cope up with the barriers and to be a successful mystery shopper. Thus, the importance of motivation, emotional intelligence and job satisfaction of mystery shoppers are to be determined to provide necessary steps which may help them to leave successful foot prints and shine in their profession. This research paper has made use of the pilot study data for the analysis purpose which is a part of doctoral thesis work of the researcher. The path analysis diagram is used to know the functional relationship among three stated variables (emotional intelligence, job satisfaction and motivation). The  $R^2$ -value predicts the power of the path between variables and bootstrap analysis predicts the t-value, if the analysis gives a t-value above 1.96 it is an indication that the path independent variables to the dependent variable reached a significant level and its route to the solid line. The path analysis is done using smartPLS and inference is drawn. This research paper will suggest acceptable conclusions which can be practically applied by mystery shoppers to be self motivated which may in turn balance their emotional state and render more job satisfaction. Based on these three variables future researchers may come out with new research topics which may contribute for the betterment of mystery shoppers and mystery shopping profession.

**Key words:** Mystery shoppers, emotional intelligence, job satisfaction, motivation, logical relationship

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### INTRODUCTION

Shah Mystery shopping being a customer experience measurement tool has now become a profession. From the professional point of view, job satisfaction is important for every individual. It is an instrument which motivates an individual to sustain in the job for a longer period of time and to enjoy the job as they do, thus job satisfaction is associated with motivation and contributes for the growth of individual and indirectly the organisation in which the individual is working. Abraham (2000) said that “conflict between expressed and experienced emotions may lead to emotional dissonance” this important trait has to be taken care of the mystery shoppers to have a good control over their feelings. Motivation deals with the way in which individuals experience, process and behave based on certain dimensions of emotions. For a hectic profession like mystery shopping the mystery shoppers have to have a perfect balance between their emotional states. Thus, motivation and emotional intelligence indirectly contribute towards the success of job satisfaction.

### RESEARCH METHODOLOGY

The data were collected from lead cap ventures which are one of the leading global research and consulting firm which has its headquarters in Bangalore and which conducts mystery shopping with eminent mystery shoppers who do mystery shopping assignments in all the fields. The 80 respondents have been taken as sample size and this is a pilot study analysis which is a part of Ph.D thesis work of the researcher. Pekka Belt various tips for writing a scientific journal articles were specially considered and used here. The type of sampling plan used is simple random sampling. Independently the researcher has collected the responses from the mystery shoppers by approaching the head HR of the firm. Utmost care was taken to give necessary follow up tasks to the agency to answer as accurately as possible without my ambiguity. The filled up questionnaire were thoroughly checked and ensured accuracy, consistency and completeness of data. The data thus collected were categorized and processed manually and further it was cross checked through computers. The primary data are

collected through questionnaire survey. The respondents were asked to give their opinion relating to mystery shopping profession, emotional intelligence, motivation and job satisfaction. The validity, reliability and analysis of the data in this study were analyzed using the Statistical Package for Social Sciences (SPSS 21.0). Analysis of moment structure (SmartPLS) was used to perform structural equation modelling.

### PROBLEM STATEMENT

Employees who are not satisfied with their jobs would find a problem in every small thing and be too rigid. They find it extremely difficult to compromise or cope up with the changing times. On the other hand, employees who are happy with their jobs will participate in training programs and will be eager to learn new technologies; software's which would eventually help them in their professional career. The theme of being self motivated has to be clearly understood by the mystery shoppers in order to gain more energy and enthusiasm in their personal life as well as their professional life because motivation is the key mantra which encourages a person to go behind success. Thus, it is important to determine the level of motivation of the mystery shoppers. Motivation even contributes towards the success of job satisfaction because satisfied employees accept challenges with a big smile and deliver even in the worst of circumstances. For mystery shoppers this task is very challenging as they come across various opportunities, thus it is important to be motivated and to balance their emotions to attain perfect job satisfaction and thus the research has to focus on the assessment of the logical relationship between emotional intelligence, job satisfaction and motivation.

**Proved scale used:** For the purpose for this study proved and tested scale was made use by the researchers. With regard to emotional intelligence the scale formulated by Schuttle *et al.* (1998) is being employes. With regard to job satisfaction the scale developed by Macdonald and MacIntyre (1997) is being employed and with regard to motivation.

**Objective of the study:** To assess the logical relationship between emotional intelligence, job satisfaction and motivation among mystery shoppers

**Hypothesis development for the study:** The philosophical root of hypothesis is based on the existing theory. Thus, existing theory becomes the path way to form new hypothesis. Formulation of hypothesis is not just to explain the relationship between two or more variables but to add power to the study being an important component for research work.

- H<sub>1</sub>: appraisal of others emotions does not have a significant impact on job satisfaction
- H<sub>2</sub>: appraisal of own emotions does not have a significant impact on job satisfaction
- H<sub>3</sub>: regulation of others emotions doesn't have a significant impact on job satisfaction
- H<sub>4</sub>: regulation of own emotions does not have a significant impact on job satisfaction
- H<sub>5</sub>: utilization of emotions does not have a significant impact on job satisfaction
- H<sub>6</sub>: appraisal of others emotions does not have a significant impact on motivation
- H<sub>7</sub>: appraisal of own emotions does not have a significant impact on motivation
- H<sub>8</sub>: regulation of others emotions does not have a significant impact on motivation
- H<sub>9</sub>: regulation of own emotions does not have significant impact on motivation
- H<sub>10</sub>: utilization of own emotions does not have a significant impact on motivation
- H<sub>11</sub>: work place (inside) variables has no significant impact on motivation
- H<sub>12</sub>: outside the work place variables has no significant impact on motivation
- H<sub>13</sub>: work place (inside) variables has no significant impact on emotional intelligence
- H<sub>14</sub>: outside the work place variables has no significant impact on emotional intelligence
- H<sub>15</sub>: amotivation has no significant impact on emotional intelligence
- H<sub>16</sub>: external regulation has no significant impact on emotional intelligence
- H<sub>17</sub>: identified regulation has no significant impact on emotional intelligence
- H<sub>18</sub>: integrated regulation has no significant impact on emotional intelligence
- H<sub>19</sub>: intrinsic regulation has no significant impact on emotional intelligence
- H<sub>20</sub>: interrogated regulation has no significant impact on emotional intelligence
- H<sub>21</sub>: amotivation has no significant impact on job satisfaction
- H<sub>22</sub>: external regulation has no significant impact on job satisfaction
- H<sub>23</sub>: identified regulation has no significant impact on job satisfaction
- H<sub>24</sub>: integrated regulation has no significant impact on job satisfaction
- H<sub>25</sub>: intrinsic regulation has no significant impact on job satisfaction
- H<sub>26</sub>: interrogated regulation has no significant impact on job satisfaction

**LITERATURE REVIEW**

Mousavi *et al.* (2012) say that job satisfaction of teachers can be increased by training and improving their emotional intelligence along with providing facilities and satisfying their needs. Esmail Hazrati, Rozita Zabihi, Amir Hossein Mehdizadeh in their research clearly elucidated the relationship between emotional intelligence and personality features with job satisfaction. They studied various variables such as motivational factors, hygienic factors, psychoneurosis, extraversion, openness, agreeableness, conscientiousness emotional intelligence, self-consciousness self-management, social awareness, relation management, research findings indicate that emotional intelligence has positive relationship with teachers' job satisfaction. It is even clear that emotional intelligence exists in someone the higher satisfaction towards job is seen. Similarly, there is a direct relationship among self-consciousness, self-management, social awareness and relation management with job satisfaction in teachers. Therefore, the higher level of self-consciousness, self-management, social awareness and relation management exists in a person; he/she will possess greater level of job satisfaction.

The below review of literature explains the nature of emotional intelligence, job satisfaction and motivation in general and the nature of complicated work faced by mystery shoppers during their assignments.

The researcher has clearly stated that emotional intelligence and stress are closely associated because stress which is created during the time of work affects the emotional intelligence of a worker (Zeynep, 2010). The researchers have focussed on nurse being their sample respondents and have even stated that demographic profile and various constructs like gender, marital status affects emotional intelligence. They have noted that there is an increase in emotional intelligence based on the educational qualification.

Abraham (2000) found that although, EI was related to job satisfaction, this was moderated by the environmental characteristics like job control. Based on these results, it is not sufficient to hire emotionally intelligent employees and organizations must offer autonomy in decision making.

Wilson made an attempt to study the measurement of service delivery in service industries and stated that mystery shopping is a major industry in the UK with between 20 and 30 million being spent on the technique in 1996, he even concluded that a wide range of organisations use this approach to provide a reliable measure of performance relative to service standards established by their management teams. He found

that mystery shopping results are used for three main purposes which includes mystery shopping as a diagnostic tool identifying weak points in an organisation's service delivery. It helps in encouragement, development and motivating service personnel by linking with appraisal, training and reward mechanisms and to assess the competitiveness of an organisation's service provision by benchmarking it against the offerings of others in an industry. However, little effort is to be made to integrate mystery shopping results with other measures of the service delivery process such as customer satisfaction, staff attitudes and number of complaints, customer retention and sales figures.

**DEMOGRAPHIC CHARACTERISTICS**

The demographic characteristics of the sample using the variables of gender, age, education, occupation and monthly household income are shown in Table 1.

**Table 1: The demographic**

Variables	Frequency	Percent
<b>Gender</b>		
Male	60	75.00
Female	20	25.00
Total	80	100.00
<b>Age</b>		
15-30	Nil	0.00
31-46	65	81.30
47-62	14	17.50
63 and above	1	1.30
Total	80	100.00
<b>Occupation</b>		
Professional	25	31.30
Business	46	57.50
Government servant	NIL	0.00
Student	NIL	0.00
Home maker	1	1.30
Fulltime mystery shopper	NIL	0.00
Others please specify	8	10.10
Total	80	100.00
<b>Marital status</b>		
Married	76	95.00
Un-married	4	5.00
Total	80	100.00
<b>Size of family</b>		
2	8	10.00
3	21	26.30
4	47	58.80
5	4	5.00
>5	NIL	0.00
Total	80	100.00
<b>Type of family</b>		
Nuclear	77	96.30
Joint	3	3.80
Total	80	100.00
<b>Locality of residence</b>		
Urban	64	80.00
Rural	5	6.30
Semi-Urban	11	13.80
Total	80	100.00

**INTERPRETATION FOR THE ABOVE TABLE 1:  
DEMOGRAPHIC PROFILE OF MYSTERY  
SHOPPERS**

From Table 1, it is clear that 75% of the respondents are male genders and remaining 25% of the respondents are female gender. From the analysed results it is clear that majority of the respondents 81.3% fall in between the age group of 31-46 years. It is observed that about 57.5% of the mystery shoppers are doing business 31.3% of the mystery shoppers are professionals and remaining 1.3% of the mystery shoppers are home makers. The marital status wise distribution brings it clear from the analysis that 95% of the mystery shoppers are married were only 5% of the mystery shoppers are unmarried. The results pertaining to the size of the family shows clearly that 58.8% of the mystery shoppers belong to a family filled with four members. The analysis pertaining to type of family indicates that 96.3% of the mystery shoppers belong to nuclear family and remaining 3.2% belong to joint family. The results with regard to locality of residence, clearly reveals that 80% of the mystery shoppers belong to urban area.

**HYPOTHESIS TESTING USING BOOT STRAP  
ANALYSIS AND PATH ANALYSIS**

The following are the analysis pertaining to hypothesis testing using a boot strap analysis. The variables used are emotional intelligence, motivation and job satisfaction.

- Emotional intelligence dimensions have no significance on motivation and job satisfaction

Table 2 clearly tates that the “t” value which is >1.96 has a significant impact. Appraisal of own emotions (t = 10.289), utilization of emotions (t = 3.075), regulation of own emotions (t = 4.695) has a positive impact on job satisfaction and regulation of others emotions (t = 5.140), utilization of own emotions (t = 2.096) has a positive

impact on motivation Path model showing the logical impact of emotional intelligence on job satisfaction and motivation.

- Path model showing the logical impact of job satisfaction on emotional intelligence and motivation

The path analysis shows in Fig. 1 the relationship association between emotional intelligence on motivation and job satisfaction in a diagrammatic representation.

- Dimensions of job satisfaction has no impact on emotional intelligence and motivation

Table 3 clearly states that the “t” value which is >1.96 has a significant impact. Work place (inside) variables (t = 12.756) and outside the work place variables (t = 5.007) has a positive impact on motivation.

- Path model showing the logical impact of job satisfaction on emotional intelligence and motivation

The path analysis shows in Fig. 2 the relationship association between job satisfaction variables on motivation in a diagrammatic representation.

- Dimensions of motivation has no impact on emotional intelligence and job satisfaction
- Path model showing the relationship between motivations constructs with emotional intelligence and job satisfaction

Table 3 clearly states that the “t” value which is >1.96 has a significant impact. Amotivation (t = 2.304) has a positive impact on emotional intelligence.

- Path model showing the logical impact of motivation on emotional intelligence on job satisfaction

The path analysis shows in Fig. 3 the relationship association between job satisfaction variables on motivation in a diagrammatic representation.

Table 2: Boot strap summary for model 1

Variables	Entire sample						Results
	estimate ( $\beta$ )	Sample mean	Standard error	t-values	p-values	R <sup>2</sup>	
H1	0.037	0.041	0.064	0.585	0.559	0.903	In significant
H2	0.753	0.758	0.073	10.289	0.000		Significant
H3	-0.035	-0.041	0.061	0.580	0.562		In significant
H4	0.189	0.187	0.062	3.075	0.002		Significant
H5	0.268	0.271	0.057	4.695	0.000		Significant
H6	0.097	0.121	0.159	0.612	0.541	0.479	In significant
H7	-0.250	-0.253	0.156	1.598	0.111		In significant
H8	0.749	0.725	0.146	5.140	0.000		Significant
H9	0.049	0.048	0.113	0.438	0.662		In significant
H10	0.165	0.169	0.079	2.096	0.037		Significant

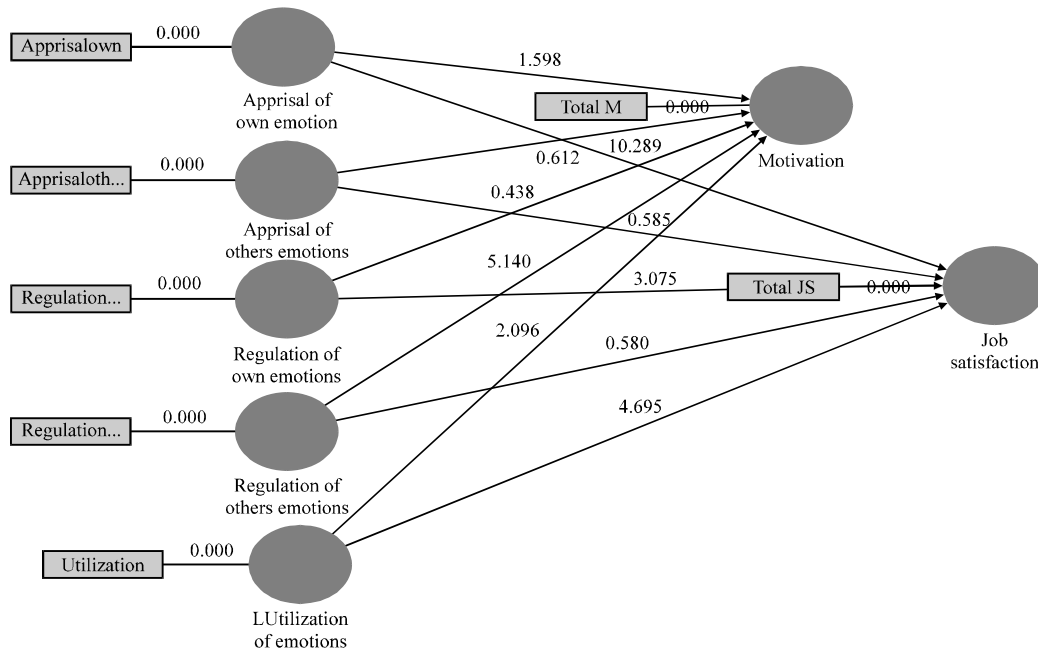


Fig. 1: PLS-path analysis for model 1

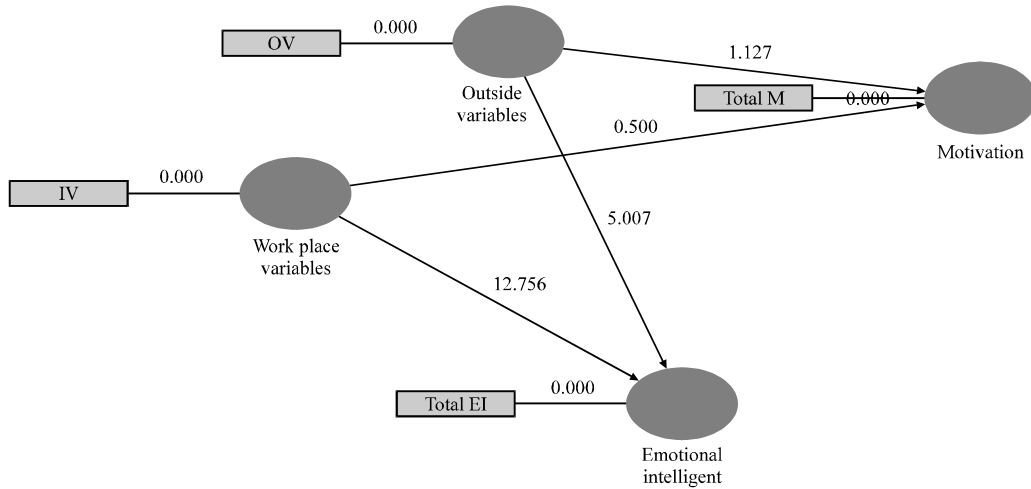


Fig. 2: PLS-path analysis for model 2; OV: variables outside the work place (OV); IV: Variables inside the work place (IV)

Table 3: Bootstrap summary for model 2

Variables	Entire sample estimate ( $\beta$ )	Sample mean	Standard error	t-values	p-values	R <sup>2</sup>	Results
H11	0.695	0.689	0.054	12.756	0.000	0.878	Significant
H12	0.291	0.296	0.058	5.007	0.000		Significant
H13	0.078	0.073	0.156	0.500	0.617	0.063	In significant
H14	0.185	0.190	0.164	1.127	0.260		In significant

Bootstrapping was first introduced into regression by Efron (Dallah, 2012). Since, then much research has gone into investigating the performance of the bootstrap method in regression. Structural equation modelling or popularly known as SEM is the first

generation path modelling widely used by researchers and practitioners nowadays to analyze the interrelationship among variables in a model (Afthanorhan, 2013). Result summary for model 4 is given in Fig. 4 and Table 4-7.

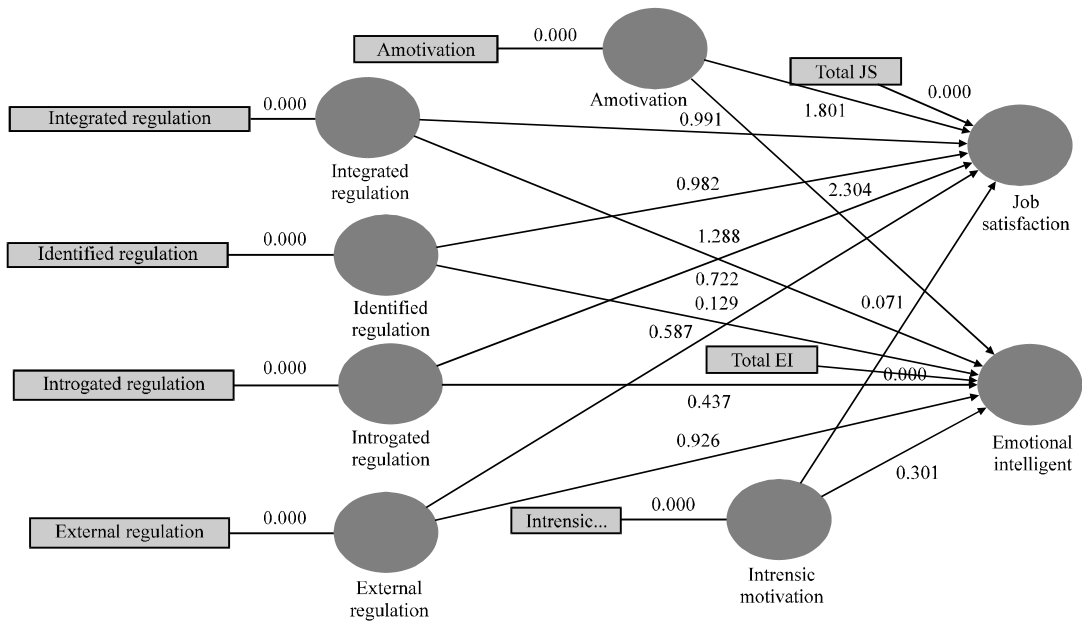


Fig. 3: PLS-path analysis for model 3

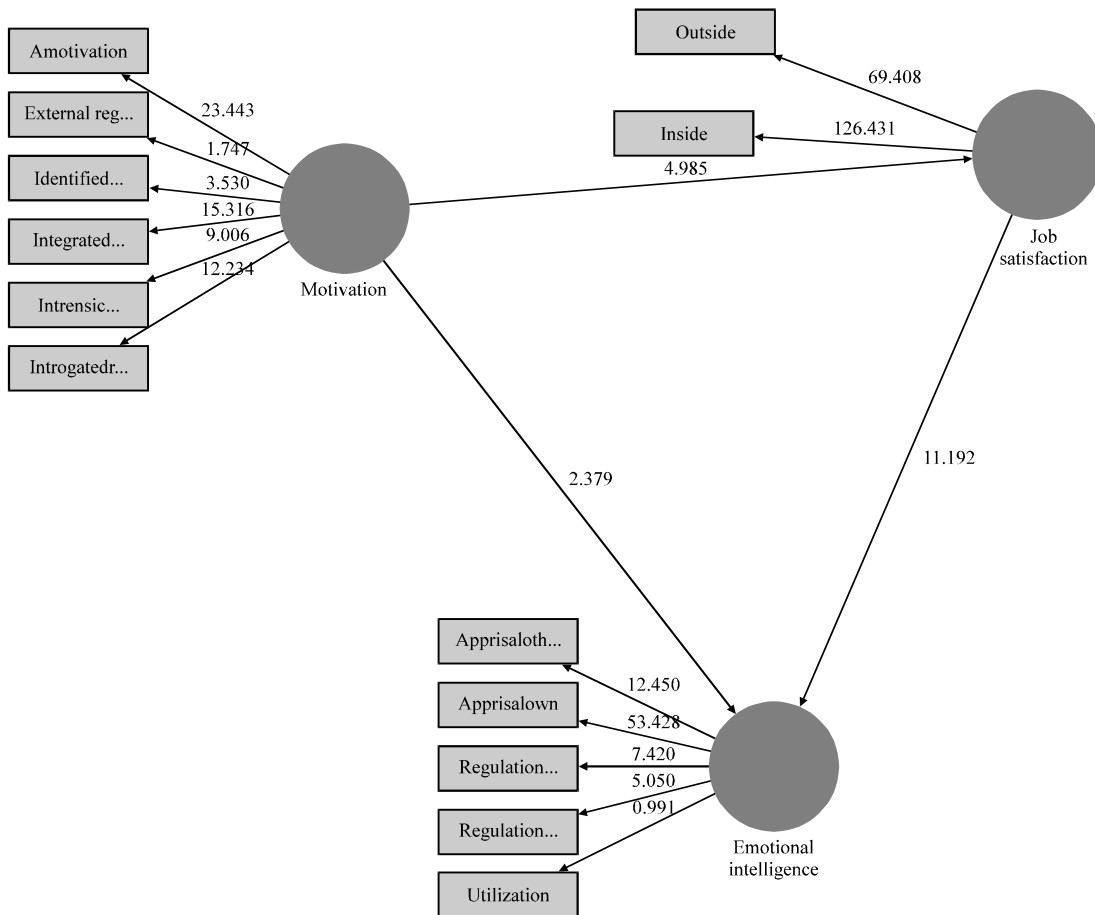


Fig. 4: Structural Equation Model and boot strap analysis

Table 4: Bootstrap summary for model 3

Variables	Entire sample			t-values	p-values	R <sup>2</sup>	Results
	estimate ( $\beta$ )	Sample mean	Standard error				
H15	0.363	0.359	0.140	2.304	0.022	0.505	Significant
H17	0.038	0.036	0.100	1.801	0.072		In significant
H19	-0.440	-0.464	0.658	0.926	0.355		In significant
H21	0.194	0.156	0.460	0.587	0.558		In significant
H23	0.028	0.006	0.440	0.129	0.898		In significant
H25	0.301	0.367	0.599	0.982	0.326		In significant
H16	0.363	0.359	0.140	1.288	0.198	0.457	In significant
H18	0.059	0.062	0.097	0.991	0.322		In significant
H20	-0.543	-0.511	0.638	0.301	0.764		In significant
H22	0.110	0.114	0.451	0.701	0.943		In significant
H24	0.029	-0.029	0.393	0.437	0.662		In significant
H26	0.481	0.503	0.590	0.722	0.471		In significant

Table 5: Path co-efficient for the SEM

Constructs	Original sample	Sample mean	Standard error	t-statistics	p-values
Job satisfaction-emotional intelligence	0.781	0.767	0.070	11.192	0.000
Motivation-emotional intelligence	0.226	0.244	0.095	2.379	0.018
Motivation job satisfaction	0.383	0.403	0.077	4.985	0.000

Table 6: The AVE, cronbach alpha and composite reliability for the structural equation model

Latent variables	AVE	Cronbach alpha	Composite reliability
Emotional intelligence	0.451	0.635	0.783
Motivation	0.551	0.758	0.835
Job satisfaction	0.885	0.870	0.939

Table 7: The fornell-larcker criterion analysis for checking discriminant validity for the Structural Equation Model

Discriminant validity	Emotional intelligence	Job satisfaction	Motivation	R <sup>2</sup>
	Emotional intelligence	0.685		
Job satisfaction	0.850	0.941		0.878
Motivation	0.988	0.830	0.675	0.856

**SEM MODEL**

The above analysis shows that the values pertaining to the internal consistency and reliability which are larger than 0.6, so high levels of internal consistency and reliability have been demonstrated among all three reflective latent variables. The AVE values are greater than the acceptable threshold of 0.5, so convergent validity is confirmed.

The latent variable motivations' AVE is found to be 0.551 (Table 6) hence its square root becomes 0.742. This number is larger than the correlation values in the column of motivation (0.427) and also almost near to the value of 0.897. Similar observation is also made for the latent variables emotional intelligence and job satisfaction. The result indicates that discriminant validity is well established. The variance reached above 80% for the R<sup>2</sup> value and thus the overall fit of the model is perfect with a positive predictive power of structural model. Causal model and observed variables and latent variables do hypothesis testing for the above using a strong bootstrap analysis were after the test we determined whether the path has a significant or an

significant impact and we clearly state the acceptance and the rejection criteria for the above hypothesis.

**CONCLUSION**

From the above analysis it is clear that motivation has a lesser impact on job satisfaction were as the mediating variable emotional intelligence has a positive impact on job satisfaction. This can be interpreted as though motivation does not have a direct positive effect on job satisfaction, it is positive when it is mediated through emotional intelligence. As mentioned by many researchers in their research work emotional intelligence is an important consideration which has to be given prime importance by mystery shoppers. For a job like mystery shopping and market research the balance of emotions is very important as mystery shoppers have to meet and deal with tough people during their field work. The physiological research has come out with various research and has talked a lot about emotional intelligence and its importance were EI is considered to be more important than IQ, quality of trust, relationship bonding, spread of happiness, mental rest, etc., all depends on how well a person balances his/her emotional. In this competitive era it is important to be self motivated.

The theory of appraisal in psychology plays a vital role in emotional intelligence concept because emotions are extracted from various evaluations and estimates. These estimates can be drawn on self or on others emotional state. Thus, it is common for a human to evaluate and appraise one's own emotion as well as others with whom he is dealing with in his daily life. Mystery shoppers being normal human beings pass through various stages in life just like other species. During various stages they face hard battles and shape

up as they grow mature. But still some people have difficulties to manage them self during their hard times. Thus, successful men are those who manage their emotional state during various stages of life in reality. State of emotions is provoked by motivations either by self or by others. The psychology of a person swings positive based on positive motivation and swings vice versa. The environment in which a person prevails also plays an important role in influencing the state of emotions and motivation and for a professional person job satisfaction is attained based on motivation and the balanced state of emotions. Thus, three variables play an important role. Tremblay *et al.* (2009) stated that self determination plays an valuable role and thus from this research we could conclude that apart from the listed three variables self determination plays an important role which contributes in a positive way for the success of mystery shoppers.

It is a Universal accepted truth which comes out of experience that one has to take lots of efforts to succeed in life. Every human factors working hard to earn their daily bread and who thrive to achieve success need a lot of motivation. Either internal motivation or external motivational factors are important. Thus, behind every human achievement there is a motive and mystery shoppers being normal human factors have to get self motivated in order to achieve their desired goals.

Lashkarzehi only if the emotional state of the mystery shoppers is positive they will work towards the success of the organisation because emotional intelligence has a positive and significant relationship on organisational commitment. Thus, it is important and essential for every human to take care of these three variables (emotional intelligence, motivation and job satisfaction to live a peaceful life. Better understanding of our own emotional state will help us to communicate our feelings in a more productive way and to build a healthy relationship with those personalities we meet. The same concept applies to a mystery shopper as they are too a normal human factor. Zeynep (2010) emotional intelligence even leads to stress if not managed properly thus it's a loss for organisation and for mystery shoppers. Conflict resolution and self motivation are based on the nature of our emotional state. Not only to understand one's own emotional state even to analyse other persons emotional state because mystery shopping profession will be successful only when mystery shoppers try to understand what the real customers think and thus the success of this mystery shopping task is more based on Emotional level of a mystery shopper. The researcher's Rubel and Kee (2014) stated in the contrary that job

character is found having insignificant effect on job satisfaction. Last, job satisfaction was found positively and significantly related with employee in-role performance in their research thus mystery shoppers being normal human beings must follow certain guidelines to improve their performance also.

The success of a career depends finally on the happiness which the job renders an employee called job satisfaction. The base to attain job satisfaction depends on the mantra "a balanced emotional mind and a keen determination to be self motivated. Mystery shoppers must understand the importance of these three variables and must try to re-gain success in their career.

### **RECOMMENDATIONS**

Mystery shoppers are mostly influenced by internal and external environmental factors which affects their state of emotions, thus, mystery shoppers must be careful while dealing with those factors which may cause a negative impact in their state of emotions.

Motivation being an important component is inbuilt within a person himself, thus, never expect others to motivate because self motivation is the best weapon to defeat all the negative state of emotions and hence self motivation has to be taken into consideration.

A balanced state of emotions and self motivation will contribute towards positive job satisfaction, thus, all the three variables must be given equal importance by the mystery shopper.

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