

**AN ANALYSIS OF CONSUMER MISBEHAVIOR
ON BLACK FRIDAY**

by

Briana Milavec

A thesis submitted to the Faculty of the University of Delaware in partial fulfillment of the requirements for the degree of Bachelor of Science in Psychology with Distinction.

Spring 2012

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Approved: _____
Professor Sharron Lennon, Ph.D.
Professor in charge of thesis on behalf of the Advisory Committee

Approved: _____
Professor Beth Morling, Ph.D.
Committee member from the Department of Psychology

Approved: _____
Professor Meryl Gardner, Ph.D.
Committee member from the Department of Business Administration

Approved: _____
Professor, Danilo Yanich, Ph.D.
Committee member from the Board of Senior Thesis Readers

Approved: _____
Donald Sparks, Ph.D.
Chair of the University Committee on Student and Faculty Honors

ACKNOWLEDGMENTS

Thesis Director & 1st Reader: **Dr. Sharron Lennon**

(Irma Ayers Professor; Dept. of Fashion & Apparel Studies)

2nd Reader: **Dr. Beth Morling**

(Associate Professor; Dept. of Psychology)

Co-2nd Reader: **Dr. Meryl Gardner**

(Associate Professor; Dept. of Business Administration)

3rd Reader: **Dr. Danilo Yanich**

(Associate Professor, School of Public Policy & Administration)

UD Undergraduate Research Program

(for making this research possible with their financial support)

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ABSTRACT

Black Friday (BF), the day after Thanksgiving, is reported to be a day of both extreme bargain shopping as well as one of the busiest shopping days of the year. BF has become notorious in the media and general public for egregious consumer behavior. Research regarding BF remains relatively new and a focus on consumer misbehavior on BF is slowly growing. Utilizing two major theoretical perspectives (General Aggression Model and Stimulus-Organism-Response Model), the goal of the present research was intended to explore potentially influential personal and situational factors that affect consumer behavior on BF. From a survey of BF shoppers, in which four hypothetical BF scenarios were manipulated by two levels (goal blockage or goal fulfillment), we found that public self-consciousness and self-control are negatively related to consumer misbehavior and that the behaviors of fellow consumers and goal blockage evoke negative emotions. We also found that negative emotions are positively related to consumer misbehavior. Our results support the General Aggression Model in explaining consumer misbehavior on BF.

Chapter 1

INTRODUCTION

1.1 Black Friday: History and Origins BF

Black Friday (BF) is traditionally regarded as the first day of the shopping season for the winter holiday (Fletcher, 2009). Such a peculiar name is hypothesized to originate from a dated method of recording business accounts. Profits were recorded in black ink thus many business owners considered BF as a turning point in sales for the year (Fletcher, 2009). Its origins date back as far as the late 19th century in Philadelphia and it has remained an unofficial holiday since (Fletcher, 2009).

1.2 Consumer Behavior Theory

Consumer behavior theories generally differentiate between rational (Ho, Tang & Bell, 1998) and irrational (Dholakia, 2000) behavioral models. Most commonly associated with irrational models is the assumption that consumers are most likely to exhibit varying degrees of negative behavior (i.e., damaging other consumers, themselves, or employees). Consumer misbehavior, within the context of this research, is defined as “the extent to which a customer deliberately behaves in a way that violates the norms and unwritten rules of an individual service setting in a negative fashion” (Reynolds & Harris, 2009, p 321). Definitive elements of BF make this day especially vulnerable to enabling consumer misbehavior. The hours of operation for businesses (starting as early as the evening before BF), products that are offered at

severe discounts, the sheer volume of advertising, self-selection, and rowdy customers may each play a role in promoting consumer misbehavior.

1.3 From Popular Press

In 2008 at a Wal-mart in Long Island, an “out-of-control” mob smashed through the store’s front doors and trampled a 34 year-old man to death, injuring a pregnant woman as well as three others (Gould, Trapasso, & Schapiro, 2008). On BF in 2010, at a Toys R Us in Wisconsin, a 21 year-old woman threatened to shoot fellow customers when confronted about cutting in line (CNN Wire Staff, 2010). Also in 2010, at a Wal-mart in Florida, a 49 year-old man was arrested for carrying a concealed weapon, two hidden knives and a pepper grenade (Kleinberg, 2010). The most recent BF statistics provide evidence that total spending (including BF, the weekend and cyber Monday) rose 40% from last year (Epstein, 2011). The public perception of individuals who regularly attend BF is that they are either “crazy” or “dedicated” (Craig, 2010, p 1). As consumer spending continues to increase every BF, the media offers constant reminders of consumer dangers (Cohen, 2011).

Unfortunately 2011’s higher financial statistics were paralleled by an influx of reports of egregious behaviors which included a woman in Porter Ranch, California spraying fellow consumers with pepper spray in order to obtain an electronic toy; the death of an elderly man who collapsed in a Target and then died due to natural causes in West Virginia (after receiving no help from fellow consumers); and a viral video which emerged out of a Wal-Mart in Arkansas depicting an altercation between a large group of consumers over \$2 waffle irons (Cohen, 2011). BF consumer misbehavior seems to be a countrywide trend ranging across age, gender and ethnicity. Despite BF’s increasing media coverage and public perception as an intense and possibly

unsafe sales day, consumers turn out year after year in search of great holiday deals and reports of misbehavior continue.

The aim of this research was to explore the influence of individual consumer personality factors as well as situational factors (i.e., fellow consumers) on consumer misbehavior exhibited on BF in hopes of recognizing trends that could facilitate future peaceful BF interactions and provide safety for both consumers and employees.

Chapter 2

LITERATURE REVIEW

2.1 Promotions

Promotions are important to consider for an analysis of BF. Within the context of BF, promotions are a key element that set this day apart from other retail sales during the year. BF is known for having longer hours of operation in stores, significant discounts, and offering other special deals. The effect of promotions on consumer behavior has been studied in several capacities, including the effects of promotions on the consumer (Darke & Dahi, 2003; Laroche, Pons, Zgolli, Cervellon & Kim, 2003; Walker Naylor, Raghunathan & Ramanathan, 2006), as well as the influence of consumer intent on promotion effectiveness (Walters & Jamil, 2003).

Discounts have been shown to have unconscious psychological effects on consumers. When consumers perceive that a discount is fair they are more likely to express higher purchase satisfaction although if another consumer receives a better deal, the promotion has a negative impact (Darke & Dahi, 2003). Some research suggests that simple contact with promotional stimuli may trigger positive evaluations outside of awareness, which extend to positive evaluations of products (Walker Naylor, Raghunathan & Ramanathan, 2006). Thus, empirically, not only are promotion strategies influential on consumer perception but further research suggests that different types of promotions yield various consumer effects (Laroche et al., 2003). In an empirical comparison of consumer behavior in conjunction with

promotions, consumers tended to be more influenced by environmental stimuli, expectations and previous experiences when purchasing with coupons. However, when consumers used two-for-one promotions they were more likely to utilize a more cost/benefit evaluation (consumer weighs value of product and whether buying two would have a benefit) (Laroche et al., 2003). Thus, it is possible that different cognitive processes are being used in conjunction with different promotions. Consumer intent and expectation also influence promotion effectiveness (Walters & Jamil, 2003). Consumer behavioral trends vary depending on the purchasing and product intent of the shopping trip. Most relevant to BF, consumers who intended to shop specifically for price specials tended to be more sensitive to flyers and advertised promotions, as was reflected in their purchases (Walters & Jamil, 2003). Consumers with the intent to do other types of shopping, such as for specific items or a major shopping trip for which they intended to purchase multiple items, were less sensitive to flyers and advertised promotions (Walters & Jamil, 2003). In regard to consumer expectations and the importance of advertising on BF, we can assume that most shoppers intend to purchase specific items, or at the very least are browsing for items that are advertised at a desirable deal due to the nature of BF (i.e., heavily promotion-based). If consumers have different reactions to promotions, based on the promotions themselves and pre-existing perceptions of fairness and the products, then perhaps outward behavior may vary as well.

2.2 Goal Fulfillment

Goal fulfillment is an important aspect to consider if we assume that a significant portion of consumers engage in consumerism on BF with the intent to obtain and purchase products. With that expectation in mind, one can also assume that

when consumers are unable to obtain and purchase desired products, negative outcomes will result. In a study by Denzler, Forster, and Liberman (2009), three quantitative experiments were used to support that when goals were fulfilled rather than thwarted there were significantly fewer displays of aggression. Retailers may be able to reduce aggression by ensuring that consumers feel as though their goals have been accomplished. If that is not possible in certain situations, perhaps they can offer some other type of promotional small free gift to quell aggression.

2.3 Consumer Expectations

Regardless of the occasion, when consumers visit retail sites with an expectation to purchase a product, they intend to trade an amount of money for a product in an exchange that they perceive as being fair (Bagozzi, 1975). One can argue that due to BF's portrayal in the media as a day with extensive discounts, consumers have higher expectations for the exchange. One complication on BF arises when expectations for advertised products or interactions with fellow consumers are not met. The basic generalization is that individuals form expectations about events and how people should behave in the present and future (Weiner, 1980). Huang, Lin and Wen (2009) studied other consumer behavior and showed that consumers were most affected by the behavior of other consumers when they perceived that management could and should control the deviant behavior and that the behavior violated some social standard of behavior (Huang et al., 2009). Within the context of BF, outward displays of consumer misbehavior are consistently reported in the media. Difficulty obtaining items (due to stockouts or long lines) and aggressive consumer behavior are commonly depicted on BF (Gould, Trapasso, & Schapiro, 2008; CNN

Wire Staff, 2010; Kleinberg, 2010; Cohen, 2011). In relation to Huang et al.'s (2009) research, consumer frustration on BF may result partly from the expectation that management should handle the retail scene more efficiently and appropriately than is typical.

In organizations such as retail, front-line employees are crucial to the exchange as they are constantly and directly interacting with consumers (Nickson, Warhurst & Dutton, 2005). On BF these roles become crucial, as consumers are perceived by employees, other consumers and the media as being more likely to be aggressive, anxious, and determined to find promoted items. Research has shown that although employee functionality is important in complementing business success, servicescapes (defined as aspects of visual merchandising and dress variables) are also important in influencing consumer attitudes towards businesses in certain situations (Shao, Baker, & Wagner, 2004).

Many researchers have investigated deviant behavior on the part of employees. Namasivayam and Lin (2005) found that as employee deviant behavior increases, consumers' perceptions of control and consumer satisfaction with the exchange are reduced. These results may help explain the parallel between the increased amount of reported employee misbehavior on BF and the concomitant decrease in consumer satisfaction (Sagacity Corp., 2000).

One hypothesized cause of consumer misbehavior is poor consumer service which gives rise to negative emotions and behaviors (McColl-Kennedy, Patterson, Smith & Brady, 2009). By administering questionnaires to student customers and frontline employees regarding negative employee/customer interactions, McColl-Kennedy et al. (2009) were able to empirically support that customer rage incorporates

negative emotions such as wrath, which is expressed through physical, verbal, or non-verbal actions that are generally displaced on others. These emotional stressors may be especially influential on BF when stores are packed with more consumers, employees, and products.

Despite the hypothesized influence of environmental and employee factors on consumer expectations on BF, the role of the consumer is a crucial part of this analysis. By fully understanding what influences consumers to behave negatively or positively, employers and businesses may be able to create environments that are not conducive to egregious Black Friday misbehavior.

2.4 Consumer Misbehavior

Research on BF consumer misbehavior has been conducted (Lennon, Johnson, & Lee, 2011; Lennon, Lee, Kim, & Johnson, 2010; Lennon, Kim, Lee, & Johnson, 2010) to gather information on the nature of promotions, consumer misbehavior, and the significance of consumer effort exerted on BF. In this research stream the role of the checkout line (as a site of frequent consumer misbehavior), promotional pricing strategies, spatial and human crowding, and many other factors were evaluated in conjunction with consumer misbehavior on BF. Although this research was limited by the convenience sample of BF shoppers it paves the way for future research.

Within other contexts there has been a significant amount of research done regarding factors that affect consumer misbehavior. A specific area of research focuses on the interaction between the consumer and environment, which includes not only concrete environmental stimuli, but employees and fellow consumers as well. Some research suggests that the store environment and the behaviors of frontline

employees significantly influence consumer behavior (Harris & Ogbonna, 2002; Morrison, Gan, Dubelaar & Oppewal, 2011; Namasivayam & Lin, 2005), while other research suggests that consumer behavior significantly influences employee service-quality and quitting intentions (Walsh, 2010). Namasivayam and Lin (2005) illustrate the interaction between employee and consumer by showing that when employees openly demonstrate deviant behavior, consumers are more likely to perceive a reduction in organizational control. The perception that there is a lack in employee control results in a higher likelihood of consumer dissatisfaction with service (Namasivayam & Lin, 2005).

The impact of consumers on fellow consumers is an area of great interest when considering BF because there are more people in the stores on BF in comparison to other days. Within the tourism field, Wu (2007) found that positive and negative social incidents between consumers were highly influenced by their overall perception of the total service experience. Positive events (i.e., shaking hands, holding the door open) were significantly positively correlated with fellow customer evaluations of service while negative and violent events (i.e., shouting, ill-behaved children) were significantly negatively correlated with fellow consumer evaluations of service (Wu, 2007). Grove and Fisk (1997) utilized a critical incident technique to identify specific areas of consumer behavior that are influenced by other consumers. Several main trends were identified that have been supported in many capacities by subsequent research. The checkout line was distinguished as a site evoking frustration and negative emotions, it is impossible to satisfy all consumers, and consumer anonymity is associated with displays of misbehavior (Grove & Fisk, 1997). An understanding of the influence of consumer interaction, store environment, and employee behavior on

fellow consumers may help employees be more proactive in cultivating positive BF experiences.

An interesting facet of consumer behavior is the consumer's propensity to act in certain ways when faced with difficulties (i.e., issues with fellow consumers or service exchanges). Research suggests that instead of assuming that the consumer is inherently likely to behave in a socially functional fashion, the consumer in fact routinely behaves negatively which in turn causes disruptions in functional encounters (Reynolds & Harris, 2009). Reynolds and Harris (2009) conducted research within the hospitality industry where disaffection with service, psychological obstructionism, and servicescape variables were measured. Analyses provided empirical data to support that dysfunctional consumer behavior was based on societal, cultural, and contextual norm breaking.

The perspective and direction of the current research was guided by several assumptions regarding consumers, the environment, and employee influence. Such assumptions include that the consumer routinely behaves negatively, store environment and employee ability undergoes stress on BF, and that consumers are more likely to be affected by BF's longer hours of operation, discounted items, mass advertising, and goal-oriented consumers. Previous studies have not focused on the importance of differences among consumers; however, it is possible that individual personality traits could predispose consumers to misbehavior.

2.5 Narcissism

One possible trait that might affect consumer misbehavior is narcissism. Raskin and Terry (1988) defined narcissism as "self-admiration that is characterized

by tendencies toward grandiose ideas, fantasied talents, exhibitionism, and defensiveness in response to criticism; interpersonal relationships are characterized by feelings of entitlement, exploitativeness, and a lack of empathy” (Raskin & Terry, 1988, p. 896). This trait has gained prevalence in research as many in the psychological community believe that narcissism is becoming an especially pervasive trait within younger generations and that the population is becoming more narcissistic with each passing decade (Twenge, Konrath, Foster, Campbell & Bushman, 2008). Narcissism has been previously described in various modes of research as a personality trait that is associated with negative constructs. Previous research has supported that narcissists (compared to non-narcissists) react more negatively to failure and insult. Moreover, they are more likely to react with aggression towards others when confronted with their shortcomings (Rhodewalt & Morf, 1996; Bushman & Baumeister, 1998). Those who are narcissistic are hypothesized to be constantly exerting effort to convey an impressive external persona to peers to protect a delicate self-image (Rhodewalt & Morf, 1996). Bushman and Baumeister (1998) support this point in their research by proposing that narcissists are susceptible to aggression due to their unrealistic self-image that is constantly threatened by external constructs. Narcissists not only maintain an external high self-image but they also truly believe that they are superior to their peers in categories such as intelligence and extraversion (Campbell, Rudich & Sedikides, 2002). In order to maintain this image, narcissists generally will put their own goals, desires and wants above all others. Essential for the functioning narcissist is attention and admiration of those around him or her. When highly narcissistic individuals perceive that they are not receiving the respect they deserve from others they react with rage and aggression, often times relying on manipulation and

exploitative strategies to repair deflated egos (Rhodewalt & Morf, 1996). Research by Rose (2007) compared narcissism with compulsive buying behavior. Results supported that narcissistic individuals are at risk of cultivating compulsive buying habits due to their need to maintain high self-image amongst other qualities (Rose, 2007).

Narcissism was chosen because of its known relationship to aggression. On BF, consumers are more likely to demonstrate egregious behavior when their goals are thwarted (i.e., they are unable to purchase due to long lines, coupon restrictions, or stock outs). As suggested by previous research, narcissists are more likely to act negatively in order to fulfill their desires including resorting to manipulation tactics. Moreover, when their self-worth is challenged or they are met with failure they are likely to react with open aggression.

2.6 Public Self-Consciousness

Another personal trait that may be related to consumer misbehavior is public self-consciousness. Public self-consciousness refers to “the tendency to think about those self-aspects that are matters of public display, qualities of the self from which impressions are formed in other people’s eyes” (Scheier & Carver, 1985, p 687). Previous research has been conducted in other fields regarding public self-consciousness that is relevant to BF. Marquis and Filiatrault (2003) illustrated that waiting in line and public self-consciousness are correlated. The results suggested that consumers demonstrating higher scores in public self-consciousness may invest more attention to the line, which affects perceptions of wait time, and subsequent evaluation of service quality (Marquis & Filiatrault, 2003). Similar wait times are perceived as

being longer by individuals with higher scores in public self-consciousness (in comparison to individuals with lower scores in public self-consciousness). Considering the unavoidable nature of waiting in line on BF, these results have application to the current research. Unlike many other personality measures, public self-consciousness is a trait that while it cannot be completely altered, can be externally influenced by retailers (i.e., installation of cameras and signs with messages reminding consumers that they are being watched). According to Scheier and Carver, public self-consciousness is comprised of more than “an awareness of the public self” but requires a “sense of apprehensiveness over being evaluated by other persons in one’s social context” (Scheier & Carver, 1985, p 687). Thus, individuals high in public self-consciousness may be more aware of the explicit behavior of others on BF and thus will be more affected by the behaviors of fellow customers and employees.

2.7 Self-Control

Self-control is an important variable to consider when analyzing consumer behavior. People utilize self-control every day, whether in making casual or significant decisions. Research has suggested that individuals have a limited amount of self-control to utilize over designated timeframes (Vohs, Baumeister, Schmeichel, Twenge, Nelson & Tice, 2008). This finite amount of self-control is depleted by decision-making, especially when having to make choices as opposed to considering pre-selected options (Vohs et al., 2008). Within the context of BF, consumers are constantly bombarded with different choices that they must make regarding prices, stores and products. The steady depletion of self-control during the day may contribute to a higher likelihood of consumer misbehavior once control levels are at a minimum.

In a study by Gal and Liu (2011), they found that self-control was related to aggression. After being required to exhibit self-control, participants were more likely to prefer anger themed content and facial expressions, and express greater levels of irritation to messages in which an alternate source attempted to control their behavior (i.e., reading a message promoting exercise after choosing to eat a candy bar) (Gal & Liu, 2011). Thus, within the context of BF, individuals who have exerted greater levels of self-control may be more likely to act in a negative, aggressive fashion.

However this explanation does not fully explain individual differences between self-control levels of consumers. Muraven and Baumeister (2000) support this point by showing that while self-control is a limited resource, it is malleable like a muscle. Thus, individuals are capable of having personalized self-control limits. In the case of shopping on BF, the degree of stress and pressure that each consumer can withstand thus differs, and once self-control is drained consumer misbehavior may be more likely to follow.

2.8 Social Desirability

Social desirability was included in our main study due to its implications in the context of BF. According to Crowne and Marlowe, (1960) social desirability “has been used to refer to a characteristic of test items, i.e., their scale position on a social desirability scale” (p. 394). Thus, the development of social desirability measures was crucial in accounting for statistically deviant measures within several empirical contexts (Crowne & Marlowe, 1960). With this definition in mind, we considered the risk that participants would under-report the degree of consumer misbehavior they would engage in on BF in order to maintain a more socially desirable image of

themselves. In order to account for this concern, a social desirability measure was measured in conjunction with consumer misbehavior.

2.9 Emotion

Emotion is especially prevalent in regards to current BF research. Emotion has been previously defined in many ways (Richins, 1997). A common definition of emotion is “a valenced affective reaction to perceptions of situations” (Clore, Ortony & Foss, 1987). Much like other natural conceptualized items or events, categories of emotion are also individually formed by experiences and pre-existing stereotypes (Shaver, Schwartz, Kirson, & O’Connor, 1987). Shaver et al. (1987) theorized that emotions are organized in a hierarchy with emotions used on a daily basis (i.e., sadness, joy, anger, love etc.) being the most accessible. Emotions identified as being less accessible, within the hierarchy, were divided into two categories: positive and negative emotions. Joy was included within positive emotions and anger was included within negative emotions (Shaver et al., 1987). Moreover, emotions related to anger (i.e., fury and rage) were distinguished as the highest in potency whereas emotions related to joy were distinguished as an intermediate degree of potency (Shaver et al., 1987). In the context of BF, this may help to explain the affinity of consumers to readily display frequent acts of aggression if they are innately more prone to be affected by anger-related emotions. This data, as well as other research literature, influenced the development of a large pool of emotion items used by Lennon et al. (2011) and the current research (Burns & Neisner, 2006; Dizén & Berenbaum, 2008; Kim & Lennon, 2010; Richins, 1997; Shaver, Schwartz, Kirson, & O’Connor, 1987; Schimmack & Diener, 1997)

Chapter 3

THEORETICAL FRAMEWORK

3.1 General Aggression Model

Lennon, Johnson and Lee (2011) utilized the General Aggression Model (GAM) in their BF research in conjunction with the S-O-R model (Mehrabian & Russell, 1974) in order to explain individual differences between consumers. The GAM (Anderson & Bushman, 2002) incorporates many theories regarding the inputs, routes and outcomes of human aggression into a unified model. Two defined sources of inputs that lead to aggression include personal and situational factors. Person factors (i.e., personality traits, beliefs, goals and values) are defined as such due to their stable nature and consistency despite changes in situation and time (Anderson & Bushman, 2002). Situational factors, in contrast to the stability of personal factors, while unique to the given environment are equally influential of aggression. In terms of relevant routes of inputs, cognition, affect and arousal are identified as being the three main influences. Within the context of BF, arousal may intensify aggression when influenced by the provocation of other individuals, primed by aggressive /negative past experiences or physical discomfort with the current environment, or goal-blockage (Anderson & Bushman, 2002). These factors may influence biological, emotional, and cognitive changes within individuals, which in effect cause subconscious changes in their perceptions on when they express or inhibit aggressive behavior (Anderson & Bushman, 2002). The GAM is relevant to BF misbehavior if

consumer misbehavior is considered a form of aggression. If aggression is defined as any behavior exhibited with intent to cause harm then it can be used to explain aggression towards people as well as objects (i.e. products, aisles, displays). The GAM was highly influential in creating the underlying theoretical framework of the current research. The inclusion of situational and personal variables as well as goal-attainment, also considered a situational factor, were utilized to represent the interplay between the individuality of consumers (i.e., personality traits), the environment (i.e., fellow consumers) and the significance of goal-blockage on BF (greater likelihood of encountering stockouts or issues with the exchange on BF in comparison with an average shopping day).

3.2 Stimulus-Organism-Response Model

The S-O-R model (Mehrabian & Russell, 1973) explains that “stimuli (S) in the environment affect internal emotions (O), which in turn evoke behavioral responses (R)” from an environmental psychological perspective (Lennon et al., 2011, p. 5). Originally these internal emotions were proposed as most commonly associated with pleasure, arousal and dominance. Within the context of BF shopping the stimuli would be the behavior of other consumers, long wait times, goal blockage and the elicited emotional responses. Rage may evoke consumer misbehavior such as overt displays such as pushing in line, engaging in verbal altercations or perhaps stealing or damaging merchandise. This theory may help to explain the concordance between negative behaviors and aggression exhibited when consumers are disappointed with stock outs, fellow consumers’ behaviors, and retail environment.

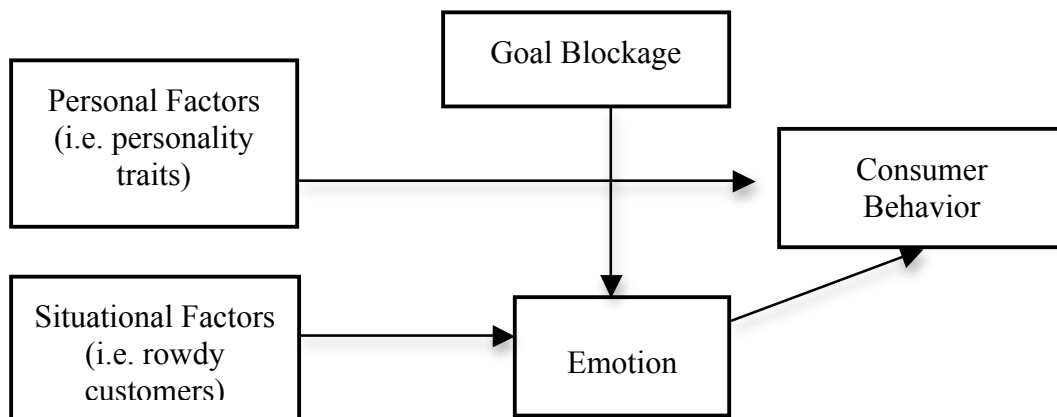


Figure 1 Theoretical Model

3.3 Hypotheses

H1a: In accordance with the General Aggression Model a negative relationship is expected between public self-consciousness and consumer misbehavior on BF.

H1b: In accordance with the General Aggression Model a positive relationship is expected between narcissism and consumer misbehavior on BF.

H1c: In accordance with the General Aggression Model a negative relationship is expected between self-control and consumer misbehavior on BF.

H2: According to the General Aggression Model situational variables, deriving from the behaviors of fellow consumers and goal blockage, evoke negative emotions.

H3: Negative emotions are positively related to consumer misbehavior on BF.

Chapter 4

METHOD

4.1 Retail Worker Interviews

To investigate the opinions of retail workers who had experience working on BF, ten interviews were conducted between July and August 2011 with 8 female and 2 male frontline retail employees. Participants were enlisted by means of email and flyer distribution in North Wales, PA and on the University of Delaware campus in Newark, DE. A free email account was created in order to provide contact information for interested participants. Hardcopy flyers were distributed among acquaintances and local retail stores in North Wales, PA (see Appendix A). In addition, an electronic advertisement was posted at a local business in Souderton, PA. Participants were recruited using the flyer and by word of mouth (see Appendix B), as about half of the participants were the result of recommendations of previously interviewed participants. A \$25 gift card was offered as an incentive. Thus, all participants first contacted the lead investigator. The only constraints for participation were that participants had to be at least 18 years of age and had worked in a clothing based retail store on at least one Black Friday within the past 5 years.

Interviews were conducted either in person or over the phone and recorded by an audio recorder to be transcribed at a later time. Participants were asked general questions (with IRB approval) regarding their experiences on Black Friday as frontline retail workers (see Appendix C). Each interview lasted no longer than 40 minutes

(range of 30 to 40 min). Interviews were transcribed and coded by gender and retail store at which they worked on BF. The participants' full names were only documented on a signed consent and debriefing form, which in accordance with IRB protocol will be destroyed after research has been completed. Participants had worked retail at such locations as Target, Ann Taylor, Kmart, Coldwater Creek, Hollister, Pac Sun, Journey, and Delia's on BF. After all the interviews were completed, the responses were analyzed for themes. The main trends were summarized.

The ten frontline employees had a combined 31 years of direct BF experience in clothing retail (ranging from 1-10 years). We found that employees that had experience working the least amount of BFs were the ones who also reported shopping regularly on BF. Employees who worked more than three years on BF reported rarely or never shopping on BF due to work responsibilities or "no desire whatsoever" to be shopping on BF (9:M Kmart¹). Employees were divided on many of the interview responses. For example, employees were undecided regarding whether the organization or neatness of the store merchandise affected consumer behavior and propensity to tidy up after themselves. They agreed that consumer demographics were different on BF in comparison to an average shopping day but that there were noticeable behavioral differences between age groups and genders. Female consumers were identified as being the majority in stores and described as "generally...fighting tooth and nail for that last toy or item that they're looking for" (4: F Target) and being "more vocal about things" compared to male consumers (1: F Coldwater Creek). Men

¹ Interviewees were coded by gender and name of retail store represented by numbers 1-10. (1: Male Kmart).

were described as seeming “nicer” (4). One interviewer described men specifically as being,

...A lot easier [to deal with] because generally speaking they knew what...they wanted, [they] usually just wanted to buy it without even trying it on which was great from an employee perspective because we wanted to get people in and out of the store as quickly as possible (6: F Journeys).

A general trend that was observed was a division of opinion regarding whether the retail workers thought that the environment was the most influential factor on consumer behavior or whether it was the consumers themselves (i.e., parallel to GAM argument of person and situational factors). One employee commented,

I don't think it really matters what the store looks like, I think that customers are going to do what they're going to do regardless. It could be someone coming in right after we tidied up and everything would be destroyed. I think that it is more so people then appearance of the store (1).

Another retail worker offered a different opinion,

I think it does matter. I would say the majority of people coming in subconsciously don't want to be the person that makes the mess. The ones that come in later after the mess was made are thinking you know, who cares? It already looks terrible in here what's one more thing out of place going to do (9).

Some questions, such as “Do you think customer behavior changes with the type of store? Perhaps high-end vs. low-end? Brand name?” had an overwhelming majority agreement. One retail worker voiced the general consensus;

Someone shopping at Kmart would not expect the same kind of service or high quality interaction as someone going into a store like Nordstrom. A whole different clientele, a whole different everything (10: F Hollister).

Another question asked of retail workers was: “What differentiates BF from other shopping days during the year?” All agreed that BF was more intense throughout the duration of the day and that consumer expectations were a major driving force in consumer-employee interactions.

The customer is in another mindset. On BF customers come in thinking they have an excuse to be impatient, rude and disorganized. On Christmas Eve for example, I think everyone is just in a rush. No one is trying to offend anyone or anything like that; they are just on a tight schedule obviously in preparing for Christmas (5: F Ann Taylor).

In terms of promotions and advertising strategies utilized on BF, employees offered a variety of responses. Only two employees confirmed their place of business used coupons (8: M Kmart & 9). When asked whether this posed problems for consumer check-out the reply was,

Yes absolutely. It was very common as well. You got the whole story of “I got the paper or the flyer and I left it at home or in my car” It was all nonsense.

People would get really worked up about it (9).

The majority of employees reported that their place of business used percentage-off discounts for specific items or the total bill throughout the whole day or until about noon (i.e., 30-70% off selected styles until a time cut-off or 30-40% off everything in the store for the whole day). One employee believed that the highly restrictive nature of their store’s promotions (i.e., the consumer had until 12PM to

purchase items costing at least \$75 for \$25 off the total purchase) might have influenced desperate consumer behavior. The employee explained,

[Consumers] had until noon because if [they] spent \$75 [they] got a \$25 gift card so I remember these two women brought up \$350 worth of stuff so they got four \$25 off cards and then they went back in line and waited another 1 ½ hours. They got to the register returned everything and then said they wanted to buy everything again so they would get another \$25 off the remainder of their order. They kept doing that until they had virtually no bill. We couldn't really tell them no but that wasn't really the point of the promotion...I just couldn't believe that they would go through all of that. Waiting in line at least an hour each time. We only had three cash registers and there were so many people (2: F Hollister).

When prompted as to what could be changed about promotions to improve BF experiences, employees suggested proactively ordering more stock and eliminating the exclusionary features of coupons (8: M Kmart), extending the sale multiple days (7: F Delia's), accurately depicting the nature of the sale (1) and offering better sales (3: F Pac Sun). In terms of what could improve employee performance there was no agreement on whether further employee training would be beneficial.

Another question of interest was whether or not employees thought that consumers influenced other consumers while shopping on BF. Most employees fully agreed that based on their personal experiences that this was the case. One employee however thought that consumers had a reverse effect.

I noticed, for example that when a few customers saw me dealing with an argumentative customer, because I did a lot of work at the cash register and

checking out, that the next person in line would apologize and would say “Oh I know you had a tough day, and I won’t take up much of your time.” It was almost as if they were compensating for it (1).

The majority opinion was summed up by another depiction of this phenomenon focused on the location of where interactions were most likely to be happening, which was identified by the employees as being in the check-out lines and dressing rooms.

I think when people are waiting in line especially they see what someone else has and you’ll notice them asking, “where did you find that” and “how much is that”. The line seems to be where customers size up each other and think twice about what they’re getting and if they want to go back for something else. You also notice some retaliation too between customers who are waiting in line. You notice especially with someone displaying a poor attitude to someone else. The snippiness and attitude is definitely contagious especially when it’s in the customer’s nature to behave like that. On BF I think some customers come out expecting a fight...[which causes]...the offensive attitude they bring into stores (4).

Analysis of the employee-based trends that developed from the interviews supported that employees and store environment did not most strongly affect consumer misbehavior, and that consumer factors may be equally influential. Employees expressed strong opinions on the influence of consumer misbehavior (affecting other consumers), the significance of promotions, and that misbehavior may stem from the individual and not the store (placing significant blame on the consumer was expected as the frontline retail workers are not likely to target themselves as the

problem on BF). This majority employee perspective, which supported participant research trends previously proposed by Lennon et al. (2010), influenced experimental development that would focus on the consumer perspective in BF retail shopping. The results of the interviews were used to develop scenarios that were frustrating for consumers with respect to the BF shopping experience.

4.2 Pilot Study

In order to explore the effect of BF situational scenarios on consumer behavior we developed a pilot online experiment. Links to the experiment were distributed to 57 students at the University of Delaware for possible class credit. All participants were sent two reminder emails over the time span of a week and a half and upon closure of the experiment 33 students had completely finished the instrument. The average age of those who completed the experiment was 19.73. Four out of 33 participants had worked on BF while the remaining 29 had not and 26 participants had shopped on BF while the remaining 7 had not.

The four hypothetical scenarios (see Appendix D) were used to manipulate whether or not clothing merchandise was obtained (goal fulfillment) or not obtained (goal blockage) on BF. In one scenario the product was obtained within 15 minutes. In another scenario the product was obtained within 75 minutes. In the third scenario the product was found but could not be purchased due to coupon restrictions. In the fourth and final scenario the product was never obtained due to an unexpected stockout of the desired product. Twenty-nine students were sent a link to the first experiment and 28 were sent a link to the second experiment.

After each scenario description, participants were asked three open-ended questions and six items were rated on a seven-point Likert scale (endpoints of strongly agree and strongly disagree) (see Appendix E). Demographic items addressed age, gender and whether participants had shopped or worked in retail on Black Friday.

Two coders coded the responses for all open-ended questions and grouped them by question and scenario for each question. We coded for open-ended questions in regards to crowding, deals (getting/not getting), employee service, effort, mess (lack of organization), nothing, restrictions of coupons, stockouts, wait and business. Analysis of the four scenarios in the primary open-ended question, “What if anything in the scenario you read might be frustrating on Black Friday?” yielded different results for each of the four scenarios. In all open-ended questions the dominant response corresponded to the scenario manipulation (stockout scenario yielded greatest number of open-ended responses regarding stockouts, coupon scenario yielded greatest number of open-ended responses regarding coupon restrictions etc.) Chi-square analysis revealed significant effects in each case, such that what was identified as most frustrating was consistent with the manipulation: Stockout ($df = 8$; $X^2 = 52.31$; $p < 0.00001$), obtain w/75 minute delay ($df = 4$; $X^2 = 86.85$; $p < 0.00001$), obtain w/15 min delay ($df = 2$; $X^2 = 12.42$; $p < 0.001$) and coupon ($df = 5$; $X^2 = 84.13$; $p < 0.00001$) conditions all yielded significant results suggesting that each situational prompt had the manipulated and intended effect on participants.

These results suggest that there is a perceived difference between conditions where goal blockage occurred in compared to conditions with goal fulfillment. As mentioned previously, based on these results and extant research (i.e., goal blockage affects aggression according to the GAM) we decided to combine the stockout and

coupon conditions into a goal blockage condition and to combine the two wait conditions into a goal fulfillment condition.

4.3 Main Study

To measure the hypothesized emotional effect of the BF scenarios, we incorporated several personality and emotion measures within the instrument. Measures were chosen based on previous experience from Lennon et al.'s (2010) research. Within the survey we have incorporated several scales in order to obtain data on participant's personality traits and opinions regarding BF.

Narcissism. In order to accurately measure narcissism we utilized one factor (Exploitativeness) of the Narcissism Personality Index component of the NPI (Raskin & Terry, 1988) (see Appendix F). Exploitativeness was chosen as the primary factor as it had been utilized previously by Lennon et al. (2011). Participants were given five paired items and asked to choose which of the two sentences most accurately described them. Raskin and Terry (1988) reported internal consistencies between 0.80 and 0.86.

Social Desirability. To measure social desirability we included the 10-item Social Desirability scale (Strahan & Gerbasi, 1972) (see Appendix G). Participants were asked to choose true or false in regards to whether the statement accurately described them ($\alpha = 0.85$).

Self-Control. Self-control was measured with a 7-point Likert scale ($1 = \text{strongly disagree}$, $7 = \text{strongly agree}$). To measure this variable we used the Brief

Self Control Measure from Tangey, Baumeister and Boone's (2004) Self Control Scale (see Appendix H). This measure consisted of 13 items ($\alpha = 0.87$).

Fellow Consumers. To measure the effect of fellow consumers we utilized a modified measure Lennon et al. (2010) used in previous BF research, which was based on measures of fellow customers from Reynolds and Harris (2009) (see Appendix I). It was designed as a 7-point Likert scale ($1 = \textit{strongly disagree}$, $7 = \textit{strongly agree}$, $8 = \textit{never gone shopping on BF}$). This measure consisted of 6 items; Reynolds and Harris (2009) reported Cronbach's alphas ranging between 0.79 and 0.85 (Lennon et al., 2010).

Misbehavior Items. We measured consumer misbehavior with a measure Lennon et al. (2011) utilized in previous BF research (see Appendix J). The items were designed using a 7-point scale Likert-type format ($1 = \textit{very unlikely}$, $7 = \textit{very likely}$). This measure consisted of 20 items although we utilized one factor consisting of 9 items to compute misbehavior ($\alpha = 0.95$) (Lennon, Kim, Lee & Johnson, 2010).

Public Self-Consciousness. Public self-consciousness items came from one factor (Public Self Consciousness) of Scheier and Carver's (1985) Self-Consciousness Scale (see Appendix K). For the purpose of research consistency the original design was modified from a 5 to 7-point Likert scale ($1 = \textit{very uncharacteristic}$, $7 = \textit{very characteristic}$). The 7-item public self-consciousness measure was utilized in the context of this research ($\alpha = 0.84$).

Emotion Items. In order to measure the emotional impact of the different scenarios proposed in the surveys a custom scale was incorporated. Lennon, Kim, Lee,

and Johnson (2010) investigated the antecedents of consumer emotions on Black Friday previously. They used a large pool of 87 emotion items from the research literature (Burns & Neisner, 2006; Dizén & Berenbaum, 2008; Lennon, Kim, Johnson, & Lee, 2011; Richins, 1997; Shaver, Schwartz, Kirson, & O'Connor, 1987; Schimmack & Diener, 1997). We adapted this scale and used two factors consisting of 47 emotion items (Lennon, Kim, Johnson & Lee, 2011) measuring the degree to which the participant experienced each individual emotion with a 7-point Likert scale (*1=not at all; 7=extremely strongly*) (see Appendix L).

In accordance with IRB approval (see Appendix M) we developed a survey to explore the relationship between person and situational factors. We requested a random list of 3000 UD female undergraduate and graduate students from the University of Delaware's Registrar's office. We chose this gender and demographic based in part by the predominance of women in clothing stores on BF, as identified by employee interviews and the ease of sampling on a college campus. Utilizing the same four situations we manipulated in the pilot study (obtain w/15 minute delay, obtain w/75 minute delay, coupon and stockout) we created four surveys that each manipulated one of the four levels of the BF scenarios (there were four levels initially although analysis utilized two levels; goal blockage and fulfillment). Participants on the email list were randomly selected and sent an initial email inviting them to take part in the research with a link to one of the four experiments (see Appendix N) and then two subsequent reminder emails sent over one week intervals (see Appendix O) before the experiment was closed. Participants were offered an incentive to complete the research (a chance to be put into a raffle to win one of four \$25 gift cards) in exchange for an active email address in which they could be contacted. A URL link

was provided at the bottom of each email. When participants agreed to the terms and conditions of the research they linked to one of the four situation scenarios and then were asked to complete various pages of item measures.

Chapter 5
RESULTS & DISCUSSION

Of 875 submitted responses (coupon: 198; obtain w/15 minute delay: 226; stockout: 232 & obtain w/75 minute delay: 220) only 525 were eligible for use (60%) after accounting for the conjunction of experiments that were not completed and experiments in which the participant reported having no experience shopping on BF. The average length of time that it took participants to complete the survey was 26.78 minutes. All participants were women identifying as white (85%), African American (4%), Hispanic American (4%), Asian American (5%), Hawaiian (1%), Native American (1%) or as some alternate ethnicity (2%) (see Table 1). The mean age was 21.79 years (range of 17 to 63). Participant demographics are not representative of the US population (U.S. Census Bureau, 2012).

Table 1: Demographics

	N	Percent
White	444	84.57%
Black	22	4.19%
Hispanic	20	3.81%
Asian	25	4.76%
Hawaiian	1	0.19%
Native American	3	0.57%
Other	10	1.90%
Total	525	99.99%

Reliability measures were calculated for all independent and dependent variables used in this research. Cronbach's alpha was calculated for self-control ($\alpha = 0.52$), fellow consumer items ($\alpha = 0.90$), consumer misbehavior items ($\alpha = 0.81$), public self-consciousness ($\alpha = 0.86$), rage ($\alpha = 0.97$) and happiness ($\alpha = 0.98$). Given adequate reliability of narcissism and social desirability in research literature we relied on the given Cronbach's alphas. The mean, range and number of factors in each measure were calculated (see Table 1). The mean of narcissism was directly at the average of the range, representing an even split between participants identifying as high or low in narcissism. The observed means of both public self-consciousness and social desirability were higher than the scale mean. Ratings of consumer misbehavior were much lower than the scale mean, as was expected, as participants are generally hesitant to associate and admit that they are actively taking part in negative behavior. The observed means for both rage and happiness were also low, as was expected; due to context of the present research (artificial experiments do not tend to yield high emotional responses). The observed mean participant score of fellow consumer items yielded the highest difference above the scale mean.

Table 2: Main Study Data

	N	Mean	Range
Narcissism	513	2.01	(1-5)
Public Self-Consciousness	502	4.89	(1-7)
Self-Control	490	4.00	(1-7)
Social Desirability	516	16.34	(1-20)
Consumer Misbehavior	499	2.19	(1-7)
Rage	510	2.26	(1-7)
Happiness	517	2.19	(1-7)
Fellow Consumer	762	5.07	(1-7)
Age	504	21.79	(1-63)

H1a, b & c: In accordance with the General Aggression Model a negative relationship is expected between public self-consciousness and consumer misbehavior on BF; a positive relationship is expected between narcissism and consumer misbehavior on BF & a negative relationship is expected between self-control and consumer misbehavior on BF.

Regression analysis ($F(5, 451) = 3.99, p < 0.01$) showed that the independent variables (narcissism, public self-consciousness and self-control) and covariates (age and social desirability) were significant in predicting consumer misbehavior. Follow-up t-tests were used to test the hypothesized relationships between narcissism, public self-consciousness, self-control and consumer misbehavior with age and social desirability as covariates. Narcissism was not significantly related to consumer misbehavior ($\beta = .07, t(451) = 1.42, p < 0.12$). Similar results were seen for social desirability ($\beta = .05, t(451) = 0.98, p < 0.33$) and age ($\beta = -0.09, t(451) = -1.84, p < 0.07$). However, a strong negative relationship was found for self-control ($\beta = -0.13, t(451) = -2.49, p < 0.01$) and public self-consciousness ($\beta = -0.10, t(451) = -1.98, p < 0.05$) on consumer misbehavior.

H2: According to the General Aggression Model situational variables, deriving from the behaviors of fellow consumers and goal blockage, evoke negative emotions.

A between subjects MANCOVA was conducted to measure the effect of fellow consumers and goal blockage, with social desirability and age as covariates, on rage and happiness. The results of the multivariate test show goal blockage ($F(2, 428) = 119.16, p < 0.36$), fellow consumers ($F(2, 428) = 7.50, p < 0.03$), social desirability ($F(2, 428) = 2.56, p < 0.08$) and age ($F(2, 428) = 2.14, p < 0.01$) affect emotions. Two between subjects ANOVAs were conducted to further explore the relationship

between fellow consumers, social desirability, age and goal blockage on rage and happiness. The results support that rowdy fellow consumers affected rage ($F(1, 429) = 15.02, p < 0.001$) but not happiness ($F(1, 429) = 0.01, p > 0.94$). Similar results were seen with social desirability on rage ($F(1, 429) = 4.44, p < 0.04$) and not on happiness ($F(1, 429) = 0.86, p < 0.35$). Goal blockage had a significant effect on both rage ($F(1, 429) = 73.16, p < 0.001$) and happiness ($F(1, 429) = 176.42, p < 0.001$). Inspection of the means show that rage is greater when goals are blocked ($M_{rage}: 2.69$ & $M_{happiness}: 1.37$) and happiness is greater when goals are fulfilled ($M_{rage}: 1.79$ & $M_{happiness}: 2.99$) (see Table 3). Age did not affect either rage ($F(1, 429) = 2.25, p < 0.13$) or happiness ($F(1, 429) = 1.83, p < 0.18$).

Table 3: Goal Condition Analysis

	Emotion	N	Mean
Goal Blockage	Rage	216	2.6903
	Happiness	216	1.3682
Goal Fulfillment	Rage	218	1.7898
	Happiness	218	2.9865

H3: Negative emotions are positively related to consumer misbehavior on BF.

Regression analysis ($F(4, 417) = 15.83, p < 0.001$) with age, social desirability, rage and happiness as independent variables were related to consumer misbehavior. Rage ($\beta = .32, t(4, 417) = 6.69, p < 0.001$) and happiness ($\beta = .20, t(4, 417) = 4.25, p < 0.001$) were both positively related to consumer misbehavior. Social desirability was not significant ($\beta = .09, t(4, 417) = 1.86, p < 0.06$) and age was non-significant ($\beta = -.08, t(4, 417) = -1.70, p < 0.09$). As was hypothesized, rage was positively related to consumer misbehavior. Unexpectedly, happiness was also positively related to consumer misbehavior. These results, although unexpected, could be explained if one considers that people who are able to obtain products through consumer misbehavior may be more likely to report happiness.

Chapter 6

LIMITATIONS & CONCLUSIONS

6.1 Limitations

This research is limited by the convenience sample of participants. All survey respondents had shopped on BF and all interviewed retail workers worked a minimal of one BF. The sample is not representative of the US population according to the most recent data although the experimental trends may not change (U.S. Census Bureau, 2012). Thus, the generalizability of the research is also limited. Limitations exist for each of the three research sections. For the interviews, retail workers came from one general US location, which limits the generalizability. In the pilot study we did not run analysis of order effect on chi square questions. However, our results were consistent with manipulations. Participants that completed the pilot or main experiment also came from one general US location and may represent a relatively low variability of age (as it was distributed on a college campus). Future researchers may benefit from obtaining respondents from a wider geographic area. In regards to the main study specifically, we had a low internal reliability for self-control. However, since the effect for self-control was significant and predicted by theory, it argues against the low alpha (i.e., attenuation). Despite narcissism being supported in alternate studies as a contributor of consumer misbehavior (Lennon et al., 2011), the non-significance of narcissism in the present research may be explained by overlapping variance of other measured items. Perhaps another factor of narcissism would have been related to consumer misbehavior such as entitlement as it is “the

expectation of special favors without assuming reciprocal responsibilities” (Raskin & Terry, 1988, p. 891). Some items such as “I will never be satisfied until I get all that I deserve” and “I expect a great deal from other people” might be especially relevant to consumer misbehavior (Raskin & Terry, 1988, p. 894). For narcissists (in regards to entitlement), satisfaction may be achieved when products are obtained and they may have unrealistic expectations of how other people should be behaving on BF. When these expectations of product obtainment and fellow consumer behavior are not met it may result in stronger measures of dissatisfaction and negative emotions. Another limitation was discovered upon analyzing the effect of the manipulation check in the main study (see Appendix P). Although the participants in our pilot study identified stockouts and coupon conditions as being the most frustrating, the main study participants identified stockouts (35%) and long wait times (32%) as being the most frustrating (coupon: 27% and nothing: 10%).

6.2 Conclusions

The findings are consistent with the GAM and extant research. The pilot studies demonstrated that common scenarios on BF elicit different reactions from participants. Interviews conducted pre-survey development were very influential in providing first-hand knowledge from frontline employees regarding BF. Specific promotions, consumer tendencies and behaviors were identified as being the most conducive to consumer misbehavior. This insight was influential in the development of the first experiment created. The pilot studies demonstrated the most significant differences between conditions in which items were obtained (i.e., obtain w/15 minute delay and obtain w/75 minute delay) and not obtained (i.e., coupon and stockout). This

differentiation supports the hypothesized significance of goal blockage and consumer behavior. These findings in conjunction with the results of the main study make a strong case for the importance of personal, individualized factors as well as situational factors on consumer behavior. The results of the main study offered support to the majority of our proposed hypotheses. Analysis concluded that while narcissism was not statistically significant, public self-consciousness and self-control were significantly related to consumer misbehavior. Thus, person factors may be influential to consumer behavior. In regards to our second hypothesis, results suggest rowdy fellow consumers evoke rage in participants. We found that goal blockage significantly affected rage as well, as originally predicted. Data showed that both rage and happiness were positively related to consumer misbehavior. Although we were not expecting the relationship between happiness and consumer misbehavior, our third hypothesis was supported by the experimental data. Results mirror the GAM in which individual factors (i.e., self-control and public self-consciousness) and situational factors (i.e., rowdy fellow consumers) affect consumer emotions, which subsequently affect the likelihood of displaying acts of consumer misbehavior.

The general trend of this research offered support for situational variables and personal factors of consumers. BF represents a day in which consumers, employees and management are significantly and interdependently related. It is the responsibility of management to create a safe environment, the employee to maintain the safety and integrity of the stores, and the consumer to behave appropriately and within the defined parameters. With that in mind, business owners preparing for BF may benefit from realizing the significant influence that their promotions and fellow consumers have on patrons. Management would benefit by creating an environment in which

promotions are honest and perceived as fair by consumers. Also, it is important for management to promote public policy that does not unintentionally evoke egregious behaviors (it is possible that stimuli such as blockades prime or evoke aggressive behaviors in consumers). In considering this dilemma we must consider the basics, such as how we define BF and consumers. In a recent study, researchers found that labeling a participant as a “consumer” instead of as an “individual” evoked a higher tendency for selfish behaviors in response to a hypothetical scenario regarding people sharing water from a well (Bauer, Wilkie, Kim & Bodenhausen, 2012). As a culture we may need to re-consider how our labels and perceptions intensify and propel negative BF trends.

Employees are also an essential consideration. Our research suggests that personal factors are related to consumer misbehavior, which limits the degree to which front-line workers can intervene (as employees cannot account for individual traits of patrons). However, if frontline employees can identify angry or at-risk consumers engaging in egregious behaviors the degree of BF misbehavior may be decreased. It is not feasible that all consumer misbehavior will be eliminated, however, focusing on consumers that seem to be causing other consumers distress, as opposed to trying to offer all consumers equal attention, may be more beneficial. Furthermore, by creating a store environment and employee standard where there is a no-tolerance policy for egregious and openly negative behavior, consumers may be less likely to feel as though they can engage in said behaviors.

It is with hope that this research, as well as future research, will make BF a safer, more profitable and satisfactory shopping day in the near future.

6.3 Future Research

The results of this study were limited by constraints of the sampled demographic. If the current research were to be repeated perhaps other personality traits could be studied in relation to the likelihood to engage in consumer misbehavior on BF. Longitudinal studies that track a wide-array of consumers that shop in the same retail locations for both BF and average retailing days may be of value. Interviews gathered employee opinions on differences and similarities of store environment on BF in comparison to average days but consumer reports of store differences may reveal other differences that could be explored in more detail in the future.

Future researchers may benefit from developing gender studies where the behaviors of both men and women are analyzed, keeping in mind that women and men may frequent different types of stores for different products on BF (i.e., men may be more likely to seek out electronic or hardware items whereas women may be prone to seek clothing, toys and other accessories). Aggression specifically has been studied between genders and extent literature as well as crime statistics suggest that men are more likely to engage in physical aggression than females. Research suggests that historically, gender differences in regards to aggression have remained stable (Knight, Fabes & Higgins, 1996). Furthermore, in observing homicide trends in the United States it is clear that most victims and offenders in homicides and violent crimes have been predominately male consistently since 1975 (U.S. Department of Justice, 2012). These behavioral differences would be interesting to explore within the context of BF and consumer misbehavior.

Another constraint of the current research was the age of participants. In the interviews, employees were in agreement that consumer behavioral trends differed

according to age; thus, an interesting study may try to isolate different age ranges of consumers. Within the context of this research only college undergraduates were used for pilot testing and college undergraduates and graduates were issued the main survey. Although we had a relatively large range of ages (18 to 63) it was not an evenly distributed sample.

Future research may also look to study cultural differences of opinions and behaviors of consumers on BF. BF may be a culturally contrived phenomenon in the United States as BF attracts a large population of immigrants every year (Lyons & Trevisani, 2011). According to Lyon and Trevisani (2011) Brazilians in particular will travel over 5,000 miles in order to partake in the great deals offered in the U.S. during the holiday season (i.e., BF) especially. BF is portrayed mostly in the United States as a retail holiday centered on egregious behaviors so it would be interesting to see what trends, if any, exist in other countries.

When considering BF, one must consider scarcity in conjunction with consumer behavior. Scarcity was defined by Mittone and Savadori (2009) as a “perception...sustained by a competitive pressure on the demand side, and the consumer infers from this competition that the scarce good should possess some inner tangible property” (p. 454). Thus, products that are scarce are considered more desirable by consumers. Research suggests that not only do consumers assume that scarce products are rated as more popular and of greater quality but they are more likely to choose scarcer products as well (Parker & Lemann, 2011). A major complaint identified by consumers and employees alike regarding BF is the limited number of products and high tendency for stockouts. Research regarding the conjunction of

scarcity and consumer misbehavior would be of high interest in future experiment design.

Another interesting aspect of BF that should be explored further would be research regarding the physical store set-up, specific store-type and employee qualifications and appearance. Interviews with frontline retail employees raised issues that may play a role in promoting egregious consumer behavior. Employees shared that the store layout often changes specifically for BF although the consumer demographic does not really undergo any significant noticeable changes. Participants also shared that it was impossible to compare behaviors of consumers who frequent Wal-Mart compared to establishments such as Nordstrom because the demographic of consumers were too contrasting. This would be an interesting concept to consider further. In terms of employee influence, interviews revealed that employees noticed that consumers tended to treat employees differently based on factors such as dress and age. Employee appropriateness of dress within the context of BF would also be of interest for further exploration. In a study by Shao Baker and Wagner (2004) the effects of appropriateness of employee dress on consumer expectations of service quality and purchase intent in the banking field was explored. The results of this study presented data that supports the importance of service employee dress in consumer evaluation of the employee and quality of the firm (Shao et al., 2004). Although this concept has been explored in other contexts, it may be of interest in regards to BF.

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APPENDICES

Appendix A

INTERVIEW RECRUITMENT FLYER

Attention All Retail Workers!



I am an undergraduate student at the University of Delaware working on my Senior Thesis regarding consumer misbehavior on Black Friday.

If you are a retail worker who has worked on Black Friday within the past 5 years please email me at

blackfridayresearch@yahoo.com !

I am looking to conduct about 8 interviews within the next two months regarding consumer behavior on Black Friday. Interviews will be about 1-1½ hrs and participants will be given a \$25 gift card for their time, honesty and their cooperation!

Please email me at blackfridayresearch@yahoo.com for more information!

Appendix B

INTERVIEW RECRUITMENT SCRIPT

Have you worked in retail on Black Friday? You could help me complete my project.

Hi—My name is Briana and I am a student at the University of Delaware and I am working on my undergraduate thesis with my advisor, Professor Sharron Lennon. I wonder if you would take the time to help me with my project.

This research will be examining consumer behavior on Black Friday (BF), the day after Thanksgiving. The purpose of this research is to investigate all aspects of Black Friday shopping to gain a better understanding of it as well as to help meet the needs of both retailers and consumers. Your help by providing a retail worker's perspective on Black Friday is very important to us.

If you take part in this project, you may help retailers better understand consumers and develop promotions that better meet their needs.

If you are agreeable, I would like to set up a time that would be convenient for me to conduct an interview with you. The interview will require answering questions from a survey and may take up to an hour. Please contact me at blackfridayresearch@yahoo.com if you are willing to participate and I will set up a time for an interview. Interviewees will receive a \$25 gift card in appreciation.

Appendix C

INTERVIEW SCRIPT

I am here today because I would like to know more about consumer misbehavior on Black Friday from an employee's perspective. In terms of this interview, understand that consumer misbehavior is "the extent to which a customer deliberately behaves in a way that violates the norms and unwritten rules of an individual service setting in a negative fashion." Your honest opinions and answers are very much appreciated. Your responses will remain confidential. Your employer will not have access to your responses. We hope that the information that we gather from this interview will help to make Black Friday a more pleasant experience for everyone in the future.

1. What types of consumer misbehavior have you witnessed on BF?
2. Have you observed or experienced differences in misbehavior between genders or age groups on Black Friday?
3. Do you think that customers influence other customers while shopping on BF? Can you provide any examples?
4. Servicescape variables are defined as "the service setting or totality of the ambience and physical environment in which a service occurs." Do you think the servicescape of your store is different on BF than at other times?
5. Do you have guidelines in terms of how you dress at work, how the store is organized or how many people are on the floor on a typical day? What about on BF?
6. What kind of promotions does your place of business offer on BF?
7. What in your opinion, in terms of types of promotions and handling consumers, would improve the BF experience?

Appendix D

SCENARIOS

Now imagine that you are going shopping on Black Friday and other customers are behaving as you remember from your last Black Friday shopping experience. You are not looking for any specific items, however, you plan on looking at merchandise from your favorite clothing store as you have seen many advertisements stating that they will be offering once in a lifetime deals.

Coupon: As you enter your favorite clothing store it is very busy and clothing is strewn throughout the store. Despite the crowds of people and mild disorganization of the floor, you find the merchandise that is marked down as the advertisements stated. As with every time you go shopping you pick out several pieces of merchandise to try on in the fitting room. You are pleasantly surprised when the merchandise you tried on in the fitting room does in fact fit and you want to make a purchase. Despite the crowds, you get through the line waiting for the register in under 15 minutes, however, when you are checking out an employee informs you that the items you want to purchase are in fact not on sale because of restrictions you didn't notice written in fine print on the coupon. Even though you drove to the store and waited in line you leave the store empty handed.

Obtain w/15 min delay: As you enter your favorite clothing store it is very busy and clothing is strewn throughout the store. Despite the crowds of people and mild disorganization of the floor you find merchandise that is marked down as the advertisements stated. As with every time you go shopping you pick out several pieces of merchandise to try on in the fitting room. You are pleasantly surprised when the merchandise you try on in the fitting room does in fact fit and you want to make a purchase. Despite the crowds, you get through the line waiting for the register in under 15 minutes and you purchase the merchandise at the discounted prices you expected.

Stockout: As you enter your favorite clothing store it is very busy and clothing is strewn throughout the store. Despite the crowds of people and mild disorganization of the floor you find merchandise that is marked down as the advertisements stated. As with every time you go shopping you attempt to pick out several pieces of merchandise to try on in the fitting room. After scouring the store for about 15 minutes you find that you cannot locate your size in any styles you are interested in trying on. When you finally get the attention of an employee, she informs you that she is sorry but the store is completely out of stock in your size in the back as well. Even though you drove to the store and spent time searching for merchandise, you leave the store empty handed.

Obtain w/75 min delay: As you enter your favorite clothing store it is very busy and clothing is strewn throughout the store. Despite the crowds of people and mild disorganization of the floor you find merchandise that is marked down as the advertisements stated. As with every time you go shopping you pick out several pieces of merchandise to try on in the fitting room. After waiting to try on the merchandise for over 30 minutes you are pleasantly surprised to find that it all fits and you want to make a purchase. However, the line for the cash register is very long and you end up having to wait an additional 45 minutes. By the time you get to the register you are tired and hungry. You spent nearly twice the amount of time than you expected waiting in lines but you were able to purchase the merchandise at the discounted prices you expected.

Appendix E
PILOT STUDY

Open-ended questions:

1. What if anything in the scenario you read might be frustrating on Black Friday?
2. If this experience happened to you, what would you be most affected by?
3. In your opinion, if you could improve one thing about the experience what would it be?

Assuming the experience you just read about happened to you, please rate your level of agreement with the following statements:

(1= strongly disagree, 2= slightly disagree, 3=disagree, 4= neither agree or disagree, 5= agree, 6=slightly agree, 7=strongly agree).

1. I was happy with my shopping experience.
2. I felt like I got a good deal from my shopping experience.
3. The store environment was pleasant.
4. I was frustrated by my shopping experience.
5. The wait time was minimal.
6. The promotion was fair.

Appendix F: One Factor [Exploitativeness] NPI Component

RASKIN & TERRY (1988)

Directions: Read each pair of statements below and select the statement that comes closest to describing your feelings and beliefs about yourself. You may feel that neither statement describes you well, but pick the one that comes closest. Please complete all pairs.

1. I can usually talk my way out of anything
I try to accept the consequences of my behavior.
2. I find it easy to manipulate people.
I don't like it when I find myself manipulating people.
3. I can read people like a book.
People are sometimes hard to understand.
4. Sometimes I tell good stories.
Everybody likes to hear my stories.
5. People sometimes believe what I tell them
I can make anybody believe anything I want them to.

Appendix G: 10-Item Social Desirability Scale

STRAHAN & GERBASI (1972)

Directions: Please read each statement and decide whether it accurately describes you or not (choose true or false).

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

Appendix H: Brief Self Control Measure

TANGEY, BAUMEISTER & BOONE (2004)

Directions: Using the scale provided, please indicate how much each of the following statements reflects how you typically are.

(1=strongly disagree, 2= disagree, 3=slightly disagree, 4= neither agree or disagree, 5=slightly agree, 6=agree, 7=strongly agree).

1. I am good at resisting temptation.
2. I have a hard time breaking bad habits.
3. I am lazy.
4. I say inappropriate things.
5. I do certain things that are bad for me, if they are fun.
6. I refuse things that are bad for me.
7. I wish I had more self-discipline.
8. People would say that I have iron self-discipline.
9. Pleasure and fun sometimes keep me from getting work done.
10. I have trouble concentrating.
11. I am able to work effectively toward long-term goals.
12. Sometimes I can't stop myself from doing something, even if I know it's wrong.
13. I often act without thinking through all the alternatives.

Appendix I: Fellow Consumer Items

LENNON ET AL. (2010) MODIFIED FROM REYNOLDS & HARRIS (2009)

Directions: Please think of the last time you went shopping on Black Friday at a retail location. Please rate your level of agreement with the statements below.

(1=strongly disagree, 2= disagree 3=slightly disagree, 4= neither agree or disagree, 5=slightly agree, 6=agree, 7=strongly agree). If you have never gone shopping on Black Friday please choose "8" for all responses.

1. On BF fellow customers behaved in a way that I was not expecting.
2. I enjoyed being around the other customers in the retail stores on BF.
3. Fellow customers conducted themselves in a manner that I did not find appropriate.
4. Fellow customers behaved in a way that I found to be unpleasant on BF.
5. Fellow customers behaved in a way that I did not agree with on BF.
6. Fellow customers behaved in a pleasant manner on BF.

Appendix J: Misbehavior Items

LENNON ET AL. (2011)

Directions: Please think of the last time you went shopping on Black Friday at a retail location. Please rate your level of agreement with the statements below.

(1= very unlikely, 2= unlikely 3=somewhat unlikely, 4= neither likely or unlikely, 5= somewhat likely, 6=likely, 7=very likely).

1. Complain about the experience to management.
2. Ransack the store (toss around merchandise and not replace it on racks/shelves).
3. Overturn racks of merchandise such as clothing.
4. Push employees back against the store walls when entering the store.
5. Report the experience on a consumer complaint site.
6. Grab merchandise out of other shoppers' carts.
7. Grab merchandise out of other shoppers' hands.
8. Shout at other customers.
9. Shove other customers.
10. Physically fight with other customers.
11. Stand in long lines to purchase the items.
12. Never patronize the store again.
13. Leave the store immediately.
14. Vandalize the store.
15. Encourage friends and acquaintances to do business with the retailer.
16. Switch to another retail store, even if the BF sales at this store are fabulous.
17. Find a number of things to grab immediately even though they were not on the shopping list.
18. Pick up products and carry them around, even if you are not sure if you would buy them or not.
19. Grab products of interest quickly and keep them to yourself while shopping.
20. Put as many of the advertised specials in your cart that you can find in case you decide to buy them.

Appendix K: 7-Item Public Self-Consciousness Scale

SCHEIER & CARVER (1985)

Below are statements that may or may not be characteristic of the way you see yourself as a person. Read each statement carefully and use the following system to rate each statement:

(1=very uncharacteristic, 2= uncharacteristic, 3=somewhat uncharacteristic, 4= neither characteristic or uncharacteristic, 5=somewhat characteristic, 6= characteristic, 7=very characteristic)

1. I'm concerned about my style of doing things.
2. I'm concerned about the way I present myself.
3. I'm self-conscious about the way I look.
4. I usually worry about making a good impression.
5. One of the last things I do before I leave the house is look in the mirror.
6. I'm concerned about what other people think of me.
7. I'm usually aware of my appearance.

Appendix L: Emotion Measure

LENNON, KIM, LEE & JOHNSON (2010)

Directions: Think about how you would feel if you were the shopper in the previous scenario. For each item below, select "1" if you did not experience the emotion at all after reading the BF scenario above.

Use responses from 2 to 7 to mean that you would have experienced the emotion, with one of the following intensities: (1=not at all, 2= very slightly 3=slightly, 4= medium, 5=strongly, 6=very strongly, 7=extremely strongly).

- | | |
|------------------|-------------------|
| 1. Cheated | 24. Happy |
| 2. Cheerful | 25. Helpless |
| 3. Confused | 26. Hopeful |
| 4. Contemptuous | 27. Hostile |
| 5. Contented | 28. Humiliated |
| 6. Delighted | 29. Indignant |
| 7. Depressed | 30. Insignificant |
| 8. Discontented | 31. Interested |
| 9. Discouraged | 32. Joyful |
| 10. Disgusted | 33. Jubilant |
| 11. Dismayed | 34. Livid |
| 12. Displeased | 35. Mad |
| 13. Distressed | 36. Miserable |
| 14. Distrustful | 37. Outraged |
| 15. Dominated | 38. Pleased |
| 16. Elated | 39. Regretful |
| 17. Enraged | 40. Remorseful |
| 18. Enthusiastic | 41. Revolted |
| 19. Excited | 42. Sad |
| 20. Exhilarated | 43. Sulky |
| 21. Furious | 44. Thrilled |
| 22. Glad | 45. Triumphant |
| 23. Good | 46. Unfulfilled |

Appendix M

IRB EXEMPTION [MAIN STUDY]



DATE:	December 5, 2011
TO:	Briana Milavec
FROM:	University of Delaware IRB
STUDY TITLE:	[253628-2] An analysis of consumer misbehavior on Black Friday
SUBMISSION TYPE:	Amendment/Modification
ACTION:	DETERMINATION OF EXEMPT STATUS
DECISION DATE:	December 5, 2011
REVIEW CATEGORY:	Exemption category # 2

Thank you for your submission of Amendment/Modification materials for this research study. The University of Delaware IRB has determined this project is EXEMPT FROM IRB REVIEW according to federal regulations.

We will put a copy of this correspondence on file in our office. Please remember to notify us if you make any substantial changes to the project.

If you have any questions, please contact Jody-Lynn Berg at (302) 831-1119 or jlberg@udel.edu. Please include your study title and reference number in all correspondence with this office.

Appendix N

EMAIL NOTIFICATION [MAIN SURVEY]

Dear Fellow Student,

I am working on my Senior Thesis regarding consumer misbehavior. In my research, we are examining people's **shopping behavior on Black Friday**, the day after Thanksgiving that historically has been viewed as the beginning of the holiday shopping season. The purpose of this research is to investigate all aspects of Black Friday shopping to gain a better understanding of it and to help meet the needs of both retailers and consumers. If you have shopped or worked on Black Friday, your opinions are very important to us. If you take part in this project, you may help retailers better understand consumers and develop promotions that better meet their needs.

Please carefully read each item in this survey and then indicate your personal opinion regarding shopping on Black Friday. You will also be asked to read and respond to some demographic items. Your responses will remain confidential and your name will not be associated with any specific response we collect.

Completion of this study is voluntary but we want to reward your participation with a chance to **win one of four \$25 gift cards**. We truly appreciate your honesty and cooperation. This survey should take approximately 20 minutes to complete. All questions are important so please answer all of them.

Thank you for taking the time to fill out this questionnaire. We truly appreciate your assistance with this project. If you have any questions or are interested in the results of the study, contact Dr. Sharron J. Lennon or Briana Milavec at blackfridayresearch@yahoo.com. If you have any questions or concerns regarding your rights as a participant, you may contact the Chair, Human Subjects Review Board, University of Delaware, 302-831-2136.

Simply click on the link below, or cut and paste the entire URL into your browser to access the survey:

Survey link

We would appreciate your response as soon as possible.

Kind Regards, Briana Milavec

Appendix O

EMAIL REMINDER [MAIN SURVEY]

Dear Fellow Student,

This is your ***last opportunity*** to help me with my UD senior thesis by completing a survey, which investigates Black Friday shopping. If you have already taken the time to fill out my survey, kindly disregard this message. If you have not been able to participate yet, please do so now. Below is the original email message you received. Please click on the survey link below or copy and paste it into your browser. Also, please remember that those who participate will be entered into a raffle to **win one of four \$25 gift cards!**

Your participation is very much appreciated! Thank you again.

Kind Regards,
Briana Milavec
B.S. Psychology with Business Administration

Appendix P:

MANIPULATION ITEMS

Assuming the experience you previously read about happened to you, please rate your level of agreement with the following statements:

(1=strongly disagree, 2= disagree, 3=slightly disagree, 4= neither agree or disagree, 5=slightly agree, 6=agree, 7=strongly agree)

1. I was frustrated because the merchandise was out of stock in my size.
2. I was frustrated because I had to wait so long.
3. The wait time was minimal.
4. I was frustrated because of the restriction on the coupon.
5. I was happy with my shopping experience.
6. The promotion was fair.

Which of the following was the most frustrating? *Please select one.*

1. That the merchandise was out of stock in my size.
2. That the wait time was so long.
3. That the coupon was restricted.
4. Nothing was frustrating.