경영학박사 학위논문

The Duality of Metaperception in Referral Reward Programs

메타지각의 이중성이 추천제도에 미치는 영향에 관한 연구

2023년 8월

서울대학교 대학원

경영학과 경영학 전공

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이 논문을 경영학박사 학위논문으로 제출함
2023년 8월

서울대학교 대학원
경영학과 경영학 전공
정 상 윤

정상윤의 경영학박사 학위논문을 인준함
2023년 8월

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Abstract

The Duality of Metaperception in Referral Reward Programs

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This dissertation aims to address the academic gap in the literature of referral behavior: financial incentives stimulate referral behavior and yet people do not recommend even when financial incentives are presented. This paper focuses on the psychological process that goes on when recommendation behavior is involved. That is, before recommending, people go through a thought process of weighing the costs and benefits of the action.

To articulate this process in a more systematic way, the exchange theory framework is adopted. The exchange theory posits that a social behavior in the interaction of two parties happens only after there is a cost–benefit analysis to determine risks and benefits

of the action. Based on the exchange theory framework, the motivational factors to recommend are mapped by two axes: Economic vs. Social, and Benefit vs. Cost. Firstly, economic benefit refers to the size of financial incentive given by the referral reward programs. Economic cost refers to the referrer's time and effort put in making the referral. Social benefit refers to positive metaperception and Social cost refers to negative metaperception. Therefore, a dilemma arises when making a referral as these components clash.

The concept of metaperception has recently started to gain interest in the referral behavior literature. Metaperception, simply put, refers to how people think others view them. In this paper, metaperception is examined in more detail, as the positive and negative dimensions are conceptualized separately. In the context of referral behavior, positive metaperception takes place when the recommendation giver assumes that the receiver and others will think positively of the giver who gave the recommendation. As the giver is seen as someone who helps out others to make the best choice, and prevent people from wasting time and effort. On the contrary, negative metaperception occurs when the recommendation giver thinks that others (including the receiver) will think ill of the giver when making a recommendation. This is in alignment with other studies where once financial incentives are introduced the motivation of recommending is no longer seen as altruistic.

This presents an unique opportunity to investigate the

concurring process in opposite directions. In other words, when positive metaperception and negative metaperception both are present to the recommendation giver, putting the giver in a conflicted status on whether to recommend or not.

Building from extant literature, this paper argues that the size of financial incentives positively affects the likelihood to recommend. As for the conflicting thought process behind recommending, this paper argues that the size of financial incentives leads to negative metaperception which hinders referral behavior. On the other hand, positive metaperception encourages referral behavior.

Furthermore, the complexity of referral behavior is examined through the concept of effort and time the referrer is asked to put in when making a recommendation. It is expected that when high level of time and effort is required, the more monetary incentive the more likely one would recommend and vice versa. Whereas, when high level of time and effort is required, the positive effect that positive metaperception has on the likelihood of referral is lessened.

Structural Equation Modeling was performed using Smart 4.0 PLS-SEM. Data was gathered through survey. The number of total respondents were 397, but only 206 responds were viable for our research purpose. For the moderating effect, also simple slope analysis was performed to visually understand the moderating effect.

The results show that, there is a statistically significant relationship, that is, financial incentives do have a positive effect on

the likelihood to recommend. Positive metaperception also turned out to have a statistically significant effect on referral likelihood in a positive way. All moderating effects were also found to have a statistically significant relationship as expected. However, the relationship among incentive size, negative metaperception, and referral likelihood did not show a statistically significant result. This could be a subject for future research.

Keywords : referral programs, financial incentives, metaperception, referral likelihood, time and effort

Student Number : 2014-30158

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1. Introduction

As Jiang, Mei and Zhong put (2020), Referral reward programs (RRPs) refers to "firms encourage the existing customers to recommend a product or service to their friends by offering rewards (e.g., coupons, gifts, cash) (Ryu and Feick 2007; Schmitt, Skiera, and Van den Bulte 2011)." This practice of companies encouraging their customers to refer friends and/or relatives by monetary incentives has become quite common, most likely because customer referrals are cost-effective (Biyalogorsky et al., 2001; Shi et al., 2013). The success of Dropbox has now become a canonical example of just how effective it could be, as Dropbox expanded the number of customers from 100,000 to 4 million users in a 15-month period (Veerasamy, 2014). In the case of Tesla Motors, the cutting-edge electric car company, referral reward program was such a success after it was discontinued in February 2019 for a brief moment Tesla Motors decided to bring it back with all-new incentives (Veerasamy, 2020). In this study, we focus on referral reward

programs (i.e. RRPs) that occur in e-commerce.

However, academic research on the effectiveness of the RRPs presents conflicting results. Though incentives or rewards are expected to lead to customers making referrals, there has been an interesting contradiction regarding the psychological drivers of referral behavior. Although rewards have been found to motivate referral behavior in a number of studies, recent research has unearthed that introducing a reward changes the nature of the communication between the recommendation giver and recipient (Jin and Huang, 2014). That is, the altruistic and selfless motivation to recommend a service or a product could be seen differently. The recommended person can doubt the sincerity of the recommendation and this can cause a negative reaction in the relationship. Therefore, the belief about how other people perceive oneself, otherwise known as metaperception (Carlson, 2016), becomes an important factor that dictates the decision to whether recommend or not.

The emergence of metaperception as a driving factor is only recent, and therefore only a few studies have addressed the concept in referral reward program context. Wirtz et al. (2013) maintain that

incentives have a negative effect on metaperception. Thus, it is natural for customers to make less referrals when metaperception concerns are high. Orsingher and Wirtz (2018) attempts to conciliate the positive effect brought by perceived attractiveness of the incentive and the negative effect due to metaperception of the recommendation. As both studies conceptualize metaperception about the recommendation, rather than as the characteristic of the recommender, there exists a gap between its definition and conceptualization. Therefore, previous studies are limited as they mostly focus on the favorability of metaperception.

The present research attempts to operationalize metaperception according to its definition and demonstrate the duality, i.e. both positive and negative sides, in the referral behavior. That is, we attempt to distinguish the positive and negative metaperception as a construct and see its relationship to referral behavior. Simply put, if the existing customer thinks that referring will cause others to think ill of oneself, he/she will not show referral behavior. It is a constant struggle between factors that make one think one will be perceived in a positive light or, in contrary, a negative light. For both practitioners

and academics, it is of interest to understand in depth the motivation of customer referral behavior especially in terms of metaperception.

2. Literature Review

2.1. Previous Research

The research landscape on online referral reward programs can be mainly divided into three streams of research. Firstly, the effectiveness of online referral reward programs is examined. This area of researches focuses on unveiling if online referral reward programs actually promote or lead to positive results. that is, if the online referral reward programs impact customer behavior, i.e. purchase likelihood, level of loyalty, and/or overall satisfaction towards the brand or product or service (Bitter and Grabner-Kräuter, 2016; Fu and Pang, 2018; Ryu and Feick, 2007; Wirtz et al., 2013; Garnefeld et al., 2013; Shi et al., 2013; Verlegh et al., 2013; Wang et

al., 2018). Through extant literature, online referral reward programs prove to be a powerful tool to induce new customers and increase purchase.

The second stream of research examine the drivers or motivation of exhibiting (customer) referral behavior. The most prominent factor being incentives and rewards. Here, the difference in types of incentives and rewards, whether it being monetary or non-monetary, and its impact on the success of referral reward programs has usually been the focus of debate (Wirtz, Tang and Georgi, 2019; Gershon et al., 2020; Jiang, Mei and Zhong, 2020; Jin and Huang, 2014; Orsingher and Wirtz, 2018). Recently, social incentives have also become an interest of subject, as the role of social influence in referral programs have been extremely increasing in the connected world. This includes examining the impact of social networks, the importance of social norms, and the role of social proof in motivating customers to participate in referral programs.

Based on the extant literature introduced above, the last area of extant literature focuses on understanding how to design and implement effective referral programs. As online referral reward

programs are analyzed as a composite of various factors, the configuration of these factors that lead to a successful result has become the key interest. Therefore, researches attempt to examine the design of program rules, the timing and frequency of referral requests, and the use of technology to support referral programs. Furthermore, there are studies that also focus on optimal combinations of the firm's reward decision with a pricing decision (Biyalogorsky, Gerstner and Libai, 2001; Kornish & Li, 2010). Also, interestingly, some studies have intertwined customer segmentation into the referral reward program research. That is, by understanding which types of customers are most likely to participate in referral programs, studies have tried to tailor referral programs to different customer segments.

Overall, the research landscape on online referral reward programs is diverse, with researchers exploring a range of topics related to the design, implementation, and effectiveness of these programs. This study also attempts to provide a comprehensive understanding of the underlying mechanism that motivates people to exhibit the behavior of recommending.

Therefore, this paper adopts the conceptualization that focuses on the behavioral aspect of customer engagement from the literature. Van Doorn et al. (2010) proclaimed that customer engagement behaviors "go beyond transactions, and may be specifically defined as a customer's behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers." Examples of such behavioral manifestation would include helping other customers, recommendation, word-of-mouth activities and so on. Similarly, Kumar et al. (2010b) posits customer engagement to be "active interactions of a customer with a firm" that affects a firm's performance. Pansari and Kumar (2017) further articulates the definition of customer engagement as "the mechanics of a customer's value addition to the firm, either through direct or/and indirect contribution." This definition highlights the various ways in which the customer contributes to the firm. On one hand, the direct contribution refers to customer purchases, on the other indirect contribution refers to customer influence, customer knowledge and customer referrals.

In previous research, customer referral program has been

defined in a consensus as a tool for bringing in new customers through existing customer relationships (Chen, 2018; Georgi et al., 2017; Lobel et al., 2017). In other words, when a transaction occurs between a firm and a new customer where the new customer's motivation to enter the transaction is due to the current customer (Kumar, Petersen and Leone, 2010). The mechanism underlying such programs are rewards which are offered to current customers (i.e. inductors) when recommending the firm or firm's product to their friends and colleagues (i.e. inductees) (Georgi et al., 2017). Essentially, the idea is to use rewards in order to motivate current customers to refer other customers (Biyalogorsky et al., 2001). As the reward is given only when the other person acts upon the recommendation, it is worthwhile to consider all possible inductees such as current customers as well.

Table 0. summarizes the previous literature on the motivation for customers participating in customer referral programs. Most studies focused on reward types and structure and the size of the incentive (Ryu and Feick, 2007; Gershon et al., 2020; Jin and Huang, 2014; Fu and Pang, 2018). In detail, extant literature found a strong

relationship between referral likelihood and the type of reward, i.e. if the reward is monetary or not, and reward structure, i.e. if the reward solely goes to the inductor or inductee or to both. Other than financial factors that strongly motivated referrals to happen turn out to be social or psychological factors. Social factors refer to the strength of tie: whether the relationship between the inductor and the inductee is a close and tight one like friends or a far and loose one like acquaintances. Psychological factors refer to how one's perception affects one's behavior. For example, depending on how one associates referral making to social benefits compared to social costs or how one perceives oneself when making referrals.

We adopt an exchange theory framework to explain the consumers' responses to RRPs. Exchange theory posits that a social behavior in the interaction of two parties happens only after there is a cost–benefit analysis to determine risks and benefits of the action (Cook et al., 2013). Easily put, Exchange theory is a very powerful social psychology theory that proposes people make decisions about their relationships based on the costs and benefits associated with them. The premise of this theory is that as people are rational beings,

one will seek to maximize their own self-interest.

In other words, according to exchange theory, people engage in various relationships such as friendships, romantic partnerships, business relations and such because they believe these relationships will bring benefit. The term benefit encompasses broadly from financial gains, emotional support, companionship and/or personal fulfillment and more. At the same time, people also are aware of the costs occurring from being in a relationship. Common examples of costs would include time, effort, and emotional labor and such. Therefore, exchange theory suggests that people take both benefits and costs into consideration, when making a decision to whether or not continue the relationship. In short, people will only engage in relationships through weighing the costs and benefits and reaching the conclusion that they will gain benefit from the relationship.

The academic root of exchange theory lies in the field of economics, where the common goal of studies is to explain how people allocate scarce resources. By the mid-20th century, sociologists began to adopt economic concepts of exchange theory and started applying to the study of social relationships. George

Table 1. Key studies in Extant Literature

Authors	Ind	Dep	Key Findings	Theory	Type	Premise
Biyalogorsky et al. (2001)	The premise that customers make recommendations when they are delighted, the authors identify conditions under which a referral reward program is more effective than a price reduction in enhancing the firm's profitability		optimal combination of reward and price that will lead to the most profitable referrals		Theoretical model	Satisfied customers
Ryu and Feick (2007)	the impact of referral reward programs (reward size, reward structure) - moderating variables: tie strength, brand strength	Referral Likelihood	Rewards are effective in increasing referral to weak ties and for weaker brands. For weak ties and weaker brands, giving a reward to the provider of the recommendation is important. For strong ties and stronger brands,	exchange theory*, Equity theory	Experiments	Satisfied customers

			providing at least some of the reward to the receiver of the referral seems to be more effective.			
Gershon et al. (2020)	Reward structure	Referral effectiveness	Recipient-benefiting referral rewards outperform (or are as effective as) sender-benefiting referral rewards due to reputational benefits at the referral stage. At the uptake stage, recipient-benefiting referrals are more effective than sender-benefiting referrals because the increase of actions costs.	reputational benefits, action costs	Experiments	self-interest driven
Jiang, Mei & Zhong (2020)	Social value (=psychological intangible rewards) - Customer satisfaction, tie strength	Optimal referral structure	The sender's social value helps the firm avoid excessive rewards by sharing the rewards burden. When taking in social value into account, the firm's optimal reward structure is rewarding the receiver or forsaking the reward programs. The optimal reward	Cost-benefit perspective	Theoretical model	

			structure is closely related to the tie-strength between the two customers. Concretely, when the tie-strength is weak, the firm tends to reward the sender more; conversely, the firm tends to reward the receiver more.			
Jin and Huang (2014)	Reward type (monetary vs. in-kind) - social cost - brand strength,	Referral success	Monetary rewards (vs. in-kind rewards) lead to less referral generation and acceptance, especially when the recommended brands are weak. Perceived social costs mediate the interactive effect of reward type and brand strength.		Experiments and Field study	
Orsingher and Wirtz (2018)	Incentive size -Mediating variable: Perceived attractiveness (Incentive usefulness)	Referral Likelihood	Incentive size enhanced the attractiveness of an incentive, but reduced the metaperception favorability of the recommendation. These two opposing mechanisms		Experiments	

	Metaperception (tie strength)		operated in parallel, independently and fully mediated the effects of incentive size to likelihood of making a recommendation. Thus, the net impact of incentives on recommendation behavior depended on the relative strengths of these two opposing forces.			
Fu and Pang (2018)	effect of e-referral incentive programs	customer loyalty	the reward size and reward scheme have a significant interaction effect on customers' repurchase intention and their re-referral intention; (2) this kind of interaction effect can be mediated by cognitive dissonance; and (3) the effect of referral incentive programs on customer loyalty will be influenced by the audience size	the cognitive dissonance theory, the attention resource theory		

* The sentences that describe each paper may quote the abstract or main body of the study involved.

Homans was one of the earliest pioneers to embrace exchange theory through his book "Social Behavior: Its Elementary Forms (1951)." Homans contended that people engage in social behavior based on the rewards and punishments associated with that behavior. He proposed that people seek to maximize their rewards and minimize their punishments in social interactions. Peter Blau expanded on Homans' ideas by appending the concept of social power to exchange theory in his landmark study "Exchange and Power in Social Life," published in 1964. Here, Blau suggests that social power i.e. the ability to influence the behavior of others

From this perspective, we can map the motivational factors depending on two axes: Economic vs. Social, and Benefit vs. Cost. For instance, economic benefit will refer to incentive size in RRPs. Economic cost refers to the referrer's time and effort in making the referral. On the other hand, social benefit refers to positive metaperception where the referrer thinks the referral behavior will be seen in a socially positive way (by the recommended). Social cost refers to negative metaperception where the referrer thinks the referral behavior will be seen in a socially negative way.

Table 2. Exchange Theory Framework

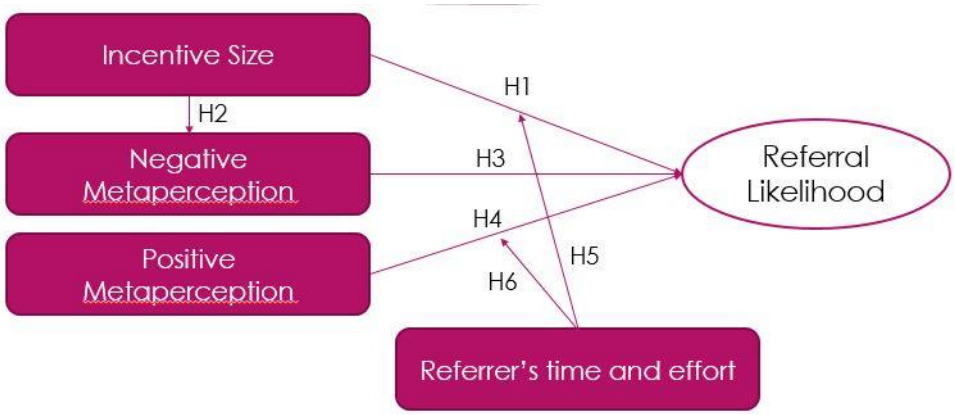
Economic Benefit: Incentive Size	Economic Cost: Referrer's time and effort
Social Benefit: Positive Metaperception	Social Cost: Negative Metaperception

2.2. Research Model

The purpose of this study is to examine the structural relationships among incentive size, negative metaperception, positive metaperception, and the likelihood of the inductor making a customer referral. In addition, we want to find out whether the referrer's time and effort have a moderating effect between incentive size and the likelihood of the inductor making a customer referral, and between positive meta-perception and the likelihood of the inductor making a customer referral.

The conceptual research model for hypothesis testing established based on previous research is shown in Figure 1.

Figure 1. Research Framework



2.3. Hypotheses

2.3.1. Incentive Size

Incentives are generally perceived as an effective way to encourage recommendation behavior because they provide recommenders a reward that compensates for the effort they make to encourage the company or the company's offer to the people around

them (Jin and Huang, 2014; Wirtz et al, 2013; Ryu and Feick, 2007).

Incentives can be generally categorized to financial and non-financial incentives. Financial (monetary) incentives refer to payments or rewards that are given in exchange when achieving certain goals or targets. Non-financial incentives are non-monetary rewards, such as awards, privileges, or recognition. Previous literature on referral reward programs has focused mostly on monetary rewards as it is comparatively easier to observe and measure. On one hand, this interest also stems from the common belief that financial incentives are most effective in various situations. Extant literature has especially focused on the size of reward having impact on the likelihood of e-referral (Ahrens et al., 2013; Garnefeld et al., 2012; Fu and Pang, 2018; Ryu & Feick, 2007; Wirtz and Chew, 2002). Reward size refers to the incentive that is provided by the company/firm to customers in order to encourage them to make referrals. For example, the most common reward would be to recommend a friend (a service or product) and both getting a certain discount when making a purchase. Financial incentives can take various forms i.e. coupons, discount, freebies and the size also show

a wide variation. Through studies, it has been repeatedly recognized that the size of the monetary reward is one of the important drivers for customers to participate in RRPs.

Therefore, we propose:

H1: There is a positive association between incentive size and the likelihood of the inductor making a customer referral.

2.3.2. Dual metaperception

However, the fact that the presence of incentive does not always lead to immediate referral behavior has led to question factors that hinder this process. Previous literature has uncovered that social or economic cost has been the primary reason. Jin and Huang (2014) explain that when incentive size is large enough (i.e. $10 compared to $1), referral likelihood increases since the economic benefit of the financial reward offsets the referrer's perceived social cost (for instance, the risk of giving inappropriate advice).

On the contrary, other studies question the effectiveness of financial incentives in encouraging referral behavior altogether. These

studies' argument is that monetary incentives introduces an economic component into a social relationship. Therefore, there lies a possibility of altering the perceived motivation behind making a recommendation. Wirtz et al. (2013) and Jin and Huang (2014) demonstrated that incentives do not prompt recommendation intentions through their experiments. The concern to be perceived as self-interested by monetary reward rather than being considerate by genuinely looking out for the receiver is too great. Therefore, this concern eventually reduces the intention to give referrals.

As illustrated above, there have been studies trying to reveal the underlying mechanism in which hinders the effect of the positive relationship between monetary rewards and referral behavior. This study attempts to provide an organized framework in which encompasses the extant literature comprehensively and simultaneously introduce an unfamiliar concept, "metaperception," that has been overlooked but will give valuable insight.

Metaperception refers to one's belief about how others think of them (Carlson, 2016; Laing, Phillipson, and Lee 1966; Levesque, 1997; Kenny & DePaulo, 1993; Kleinlogel et al., 2020). In other words,

an individual's perception of how oneself or one's behavior is viewed or judged by others (Levesque 1997). It is essentially an individual's belief on what others' think of themselves. For instance, questions such as "does my boss think I am competent? Does my partner think I am trustworthy?" would be a good representation of metaperceptions.

Since Laing, PhiIlipson, and Lee (1966) formally introduced the concept, traditionally there exists two major research streams on metaperception (Hu et al., 2014). The first is to identify the factors and processes that form metaperceptions (e.g., Albright & Malloy, 1999; Frey and Tropp, 2006; Kenny & DePaulo, 1993; Langer & Wurf, 1999). In this process, Kenny and Depaulo (1993) posits that people tend to use their own view on themselves as a baseline of reality to evaluate how other people judge them. Extant research suggests that the forming of metaperception starts from observation of one's own behavior which leads to a self-perception, then finally to a metaperception. For example, Mary observes herself helping out a neighbor to take out trash, and judges herself to be a kind person, and assumes that Gary will think so too.

The other concerns investigating the accuracy of such perceptions i.e. meta-accuracy (e.g., Carlson and Kenny, 2012; Cook & Douglas, 1998; Kenny & DePaulo, 1993; Levesque, 1997; Malloy et al., 1997; Malloy et al., 2007; Shechtman & Kenny, 1994). Simply put, "the extent to which people's metaperceptions corresponds to others' judgements of them (Albright and Malloy, 1999)." Extant literature reveals that metaperceptions, i.e. how people think others view them, are mostly accurate (Kenny and DePaulo 1993; Levesque 1997).

As metaperceptions powerfully shape how people feel about themselves, it becomes a source of making social decisions i.e. how to behave, who to become friends with, who to make professional associations with, and who to pursue as a love interest (Elfenbein, Eisenkraft, & Ding, 2009; Leary, 2005; Murray, Holmes, MacDonald, & Ellsworth, 1998; Pfeifer et al., 2009; Schlenker & Weigold, 1992). Carlson (2016) points out that people form metaperceptions to "initiate and maintain relationships." Thus, metaperception plays a fundamental role in everyday life as it functions as an implicit map to navigate within social worlds (Carlson & Oltmanns, 2015; Carlson and

Barranti, 2016). That is, metaperceptions are powerful tools that shape people's behavior and identity, and the relationships that arises from interactions.

In this context, this study proposes that metaperception also plays an key role in the behavior of recommendation. As Wirtz at al. (2013, 16(1)) acknowledge, recommendations are usually made in a social setting, it being a dyadic or group situation. Consequently, it is natural for recommendation givers to consider how their action of recommending will be received or viewed to others. Therefore, there is a high possibility that a recommendation giver will engage in a metaperception process before making a recommendation for a product or service.

This research would like to extend the current literature by adding the concept of dimension to traditional metaperception studies. That is, as the exchange theory framework we discussed before suggests, in the formulation process metaperceptions can have positive and negative connotations. On one hand, the recommendation can be favorable to the receiver. This will lead the recommendation giver to think that the receiver views the giver in a positive light. On

the other hand, when the recommendation is unfavorable to the receiver, the opposite occurs.

Positive metaperception takes place when the recommendation giver assumes that the receiver and others will think positively of the giver who gave the recommendation. As the giver is seen as someone who helps out others to make the best choice, and prevent people from wasting time and effort. Thus, the giver is considered to show genuine concern and the act of recommendation rooted in altruistic mostivations. As a result, the giver is also viewed as trying to maintain (or develop) a good relationship.

Negative metaperception occurs when the recommendation giver thinks that others (including the receiver) will think ill of the giver when making a recommendation. This is in alignment with other studies where once financial incentives are introduced the motivation of recommending is no longer seen as altruistic. That is, the recommendation giver is no longer seen as recommending out of genuine concern, but rather for their own financial gain. As a result, the receiver can feel taken advantage and betrayed even. Especially when the recommendation turns out to be unsatisfactory to the

receiver, the recommendation giver can fear the negative affect on the relationship (Folkes 1984).

The complexity of the metaperception process in recommendation behavior, lies in the fact that they can happen concurrently. In making a referral, one is usually in dilemma of being thought both ways or either more stronger on one dimension than the other. Therefore, this study does not view the positivity and negativity of metaperception as the extreme ends on a singular continuum. But rather as linked but separate dimensions.

The crucial role of the positive and negative metaperception in recommendation behavior is formalized in the following hypothesis:

H2: There is a positive association between incentive size and negative metaperception.

H3: There is a negative association between negative metaperception and the likelihood of inductor making a customer referral.

H4: There is a positive association between positive metaperception and the likelihood of inductor making a customer referral.

2.3.3. Moderating effects of time and effort

In addition, providing word of mouth also entails costs (Gatignon and Robertson 1986). The most evident cost is the time and effort spent in communicating. Moreover, the norm of reciprocity might pressure the recommender to be a "good listener" in communication. This kind of time and effort involved with referral behavior can have various influences on the relationships mentioned above.

Therefore, we deposit:

H5: The positive association between incentive size and the likelihood of inductor making a customer referral will be weakened according to referrer's time and effort.

H6: The positive association between positive metaperception and the likelihood of inductor making a customer referral will be strengthened according to referrer's time and effort.

3. Research Method

3.1. Data Collection and Analysis

3.1.1. Procedures

For data collection of this research, a questionnaire was distributed by online. There was a test period from May 20th till May 25th, 2021. The test questionnaire was distributed to about 30 people including IS graduate students and to experts to clarify the meaning of terms and see if all the items were appropriately understood. After modifications, the final version of questionnaire was released from the period of May 25th till June 18th, 2021. For the 25 days, a total of 397 copies were collected. However, for the research purpose respondents who were unfamiliar with the referral program or had no experience of recommending through the RRP were excluded. This left us with 206 responds, which still is acceptable as an adequate number to proceed with the statistical analysis for this research.

The collected data were subjected to basic statistical analysis

and hypothesis testing using SPSS 28 and SmartPLS 4.0. structural equation modeling program (PLS-SEM). Before conducting any analyses, the collected data was examined for outliers, nonlinearity, and violations of normality; no violations of assumptions were found. Analysis revealed model explanatory power to be 41.9% (R-square). Figure 2. presents the statistical research model of this research with indicators i.e. questionnaire items. Figure 3. illustrates the empirical analysis procedure and statistical methods at a glance.

Figure 2. Statistical Research Model

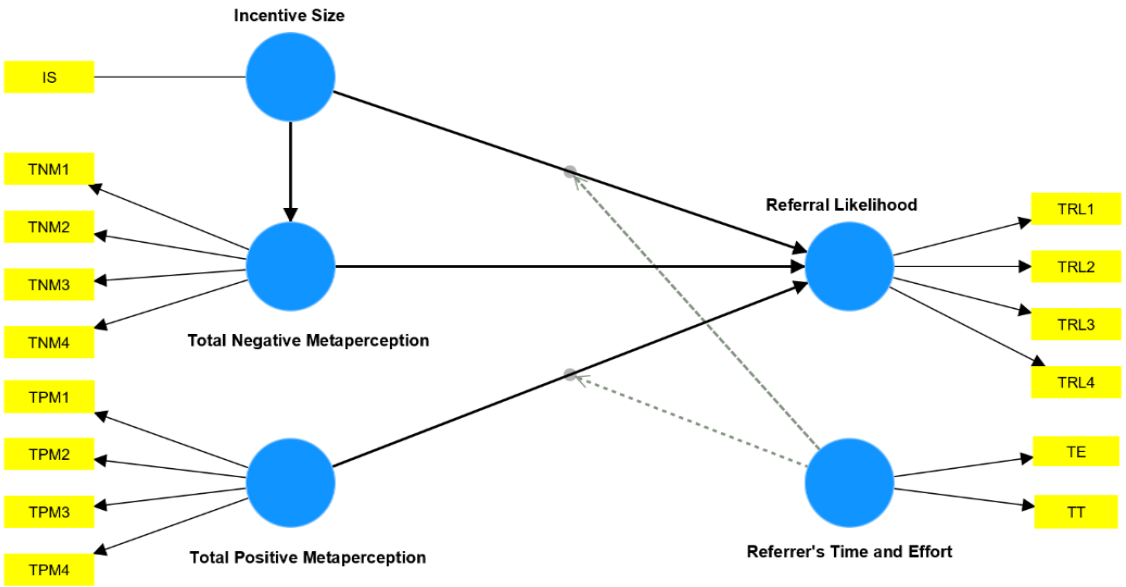
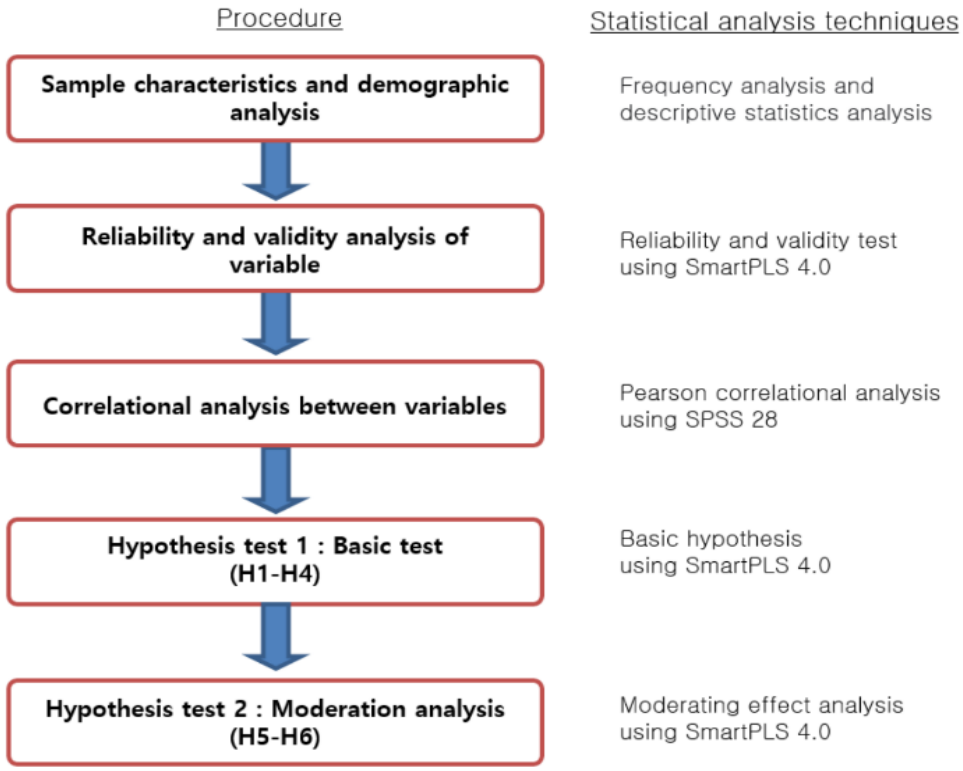


Figure 3. Empirical Analysis Procedure and Statistical Methods



3.1.2. Measures

Incentive size. Most studies concerning incentive size and Referral reward programs did experiments. Therefore, the incentive size was usually a fixed amount of money that was relatively low vs. high or no reward vs. small reward vs. large reward. In order to adapt that concept into a survey an item was self-developed asking, "What do you think about the reward size?" The response is

measured in a 7 point Likert scale where 1 refers to "strongly disagree" and 7, "strongly agree." This emphasizes the aspect of "perceived" reward size rather than the face value of financial incentives. This is in line with the recent development in researches that focus on the subjective attractiveness of the rewards.

Referral Likelihood. The items to measure referral likelihood came from the research of Wirtz et al. (2013). As both Wirtz et al. and this study view the likelihood by intention, modification was minimal. The response is measured in a 7 point Likert scale where 1 refers to "strongly disagree" and 7, "strongly agree."

Positive Metaperception. In the research of Wirtz et al. (2013), positive metaperception was measured by 4 items. However, close examination of the items revealed that the items described metaperception regarding the recommendation, not the metaperception of oneself as we are trying to see. Therefore, the operationalization in this research, while deriving from extant literature, focuses on well-reflecting the concept of metaperception of oneself. How positively others think of the recommendation giver in the referral context can in other words be interpreted as how the

giver perceives oneself when one brings benefit to others. That is, how others think that the recommender will benefit them. This operationalization is also aligned with the research of Ryu & Feick (2007), where it suggests there were social benefits of referral. They measured this construct by items such as "others' perceptions of showing genuine concern," "helping others make the best choice," and "developing (maintaining) a good relationship with others." We adapted the items and modified accordingly putting the emphasis on perception as below: When I make a recommendation, the recommended person will think that I am … helping oneself to make the best choice; … trying to maintain (or develop) a good relationship with oneself; …showing genuine concern; …preventing oneself from wasting time and effort. The response is measured in a 7 point Likert scale where 1 refers to "strongly disagree" and 7, "strongly agree."

Negative Metaperception. On the other hand, the operationalization of negative metaperception partially mirrored that of positive metaperception. As both were metaperceptions in opposite directions, it is logical that the operationalization of the two concepts

to be related to a certain degree. As the concept of negative metaperception was based on the exchange theory framework where it was viewed as social cost, naturally the operationalization of negative metaperception also incorporated the researches on social costs such as Wang et al. (2018) and Jin and Huang (2014). Therefore the items indicate a sense of betraying others for one's own benefit, negatively affecting the relationship, not showing genuine concern, and lastly taking advantage of the receiver. All items are measured in a 7 point Likert scale. The detailed measurements of the variables are explained in Table2.

Referrer's Time and effort. The concept of referrer's time and effort has surprisingly not been a focus of interest yet in academia, therefore it was difficult to find the measure in extant literature. As the recommend giver's time and effort could vary i.e. how many minutes (or hours or days) did it take to recommend?, what kind of efforts did you put in?, to measure time and effort in an objective sense seemed impractical. Therefore this research focused on developing a measure that represented the subjective aspect of time and effort put in. Items are measured in a 7 point Likert scale, where

1 refers to “strongly disagree” and 7, “strongly agree.”

Table 3. The Measurements of the Variables

	Incentive size	
IS1	If you are financially rewarded for making a recommendation through the referral reward system, what do you think of the size of the reward?	Self-developed
	Referral Likelihood	
RL1	I am likely to recommend the online shop to him/her.	Adapted from Wirtz et al. (2013)
RL2	I am likely to encourage him/her to patronize the online shop.	
RL3	I am likely to be enthusiastic in my recommendation of the online shop.	
RL4	I am likely to put in effort to recommend the online shop.	
	Positive Metaperception	
	When I make a recommendation, the recommended person will think that I am...	Adapted from Wirtz et al. (2013)
PM1	… helping oneself to make the best choice.	
PM2	… trying to maintain (or develop) a good relationship with oneself.	
PM3	… showing genuine concern.	
PM4	… preventing oneself from wasting time and effort.	
	Negative metaperception	
	When I make a recommendation, the recommended person will think that I am...	Self-developed
NM1	… betraying oneself for my own benefit.	

NM2	… (if the recommended purchase turns out to be unsat isfactory it will) negatively affect the relationship.	
NM3	… not showing genuine concern.	
NM4	… taking advantage of oneself.	
	Referrer's Time and effort	
TE1	How much time does it take to recommend?	Self-developed
TE2	How much effort does it take to recommend?	

4. Results

4.1. Sample Characteristics

4.1.1. Demographic Information

To gain demographic information of the sample, frequency analysis was performed. Table 3. presents the characteristics of the sample in this study. The proportion of respondents in this study was slightly more male than female, but almost even. For education level, respondents seemed to be heavily concentrated to university students(final level of education is high school), or graduates of

college/universities. This explains how almost 90% of the respondents are in their 20s or 30s.

Table 4. Demographic Information

Items	Category	Frequency	Ratio
Gender	Male	116	56.3
	Female	90	43.7
Sum		206	100
Education Level	High school	94	45.6
	Junior college/University	83	40.3
	Graduate master	25	12.1
	Graduate doctor	4	1.9
Sum		206	100
Age	20s	156	75.7
	30s	27	13.1
	40s	18	8.7
	50s	5	2.4
Sum		206	100

4.1.2. Descriptive Statistical Analysis

The results of descriptive statistical analysis of the indicator variables are shown in Table 4. According to the results of the

descriptive statistical analysis of the sample, the standard deviation of the measured variables was no more than ±3, so there were no outliers. The kurtosis and skewness of the measured variables to determine the normality of the data are both within the allowable range of −1 and +1, indicating that they do not deviate from normality.

Table 5. Descriptive statistics of indicator variables

Name		Mean	Median	Min	Max	SD	Kurtosis	Skewness
IS		3.694	4	1	7	1.269	−0.431	0.046
TNM	TNM1	3.888	4	1	7	1.652	−0.859	−0.048
	TNM2	3.325	3	1	7	1.786	−0.971	0.340
	TNM3	3.573	4	1	7	1.670	−0.820	0.130
	TNM4	3.437	3	1	7	1.673	−0.801	0.252
TPM	TPM1	4.146	4	1	7	1.619	−0.720	−0.086
	TPM2	3.694	4	1	7	1.743	−1.058	0.079
	TPM3	3.646	4	1	7	1.708	−0.828	0.282
	TPM4	3.791	4	1	7	1.692	−0.917	0.180
TRL	TRL1	4.806	5	1	7	1.415	−0.201	−0.439
	TRL2	4.738	5	1	7	1.461	−0.211	−0.327
	TRL3	4.272	4	1	7	1.521	−0.298	−0.018
	TRL4	2.942	3	1	7	1.651	0.023	0.818
TTE	TT	3.592	4	1	7	1.414	−0.343	0.335

	TE	3.684	4	1	7	1.485	−0.398	0.313

4.2. Correlation analysis between variables

In order to analyze the correlation between variables, item parceling was performed with the average values of the Total Positive Metaperception(TPM), Total Negative Metaperception(TNM), Total Referral Likelihood(TRL) and Total Time and Effort(TTE) variables by using the variable calculation of the SPSS transformation function for each variable.

TPM=(TPM1+TPM2+TPM3+TPM4)/4

TNM=(TNM1+TNM2+TNM3+TNM4)/4

TRL=(TRL11+TRL2+TRL3+TRL4)/4

TTE=(TT+TE)/2

The results of Pearson's correlation analysis, which obtains the bivariate correlation coefficient between study variables, are shown

in Table 5. The correlation analysis revealed that there is a statistically significant relationship between insentive size(IS) and positive metaperception(TPM), Referral Likelihood(TRL) and time and effort(TTE) at the significance level of 0.01. However, there was no significant correlation between Incentive Size(IS) and Negative metaperception(TNM).

Furthermore, a negatively significant correlation was also observed between negative metaperception(TNM) and positive metaperception(TPM) at significance level of 0.01. This result strengthens our postulation of negative and positive metaperception being related but in opposite directions. There was a statically significant correlation between negative metaperception(TNM) and time and effort(TTE)as well at significance level of 0.01. However, again, there was no significant correlation between negative metaperception(TNM) and referral likelihood(TRL).

A statically significant correlation between positive metaperception(TPM) and referral likelihood(TRL) was also detected at significance level of 0.01. Between positive metaperception(TPM) and time and effort(TTE) was also found.

Lastly, a statically significant correlation between referral likelihood(TRL) and time and effort(TTE) was also ovserved at significance level of 0.01.

Table 6. Results of Pearson's correlation analysis between variables

Category	IS	TNM	TPM	TRL	TTE
IS	1				
TNM	0.006	1			
TPM	0.386**	−0.234**	1		
TRL	0.393**	−0.087	0.560**	1	
TTE	0.229**	0.259**	0.212**	0.272**	1

** p<0.01

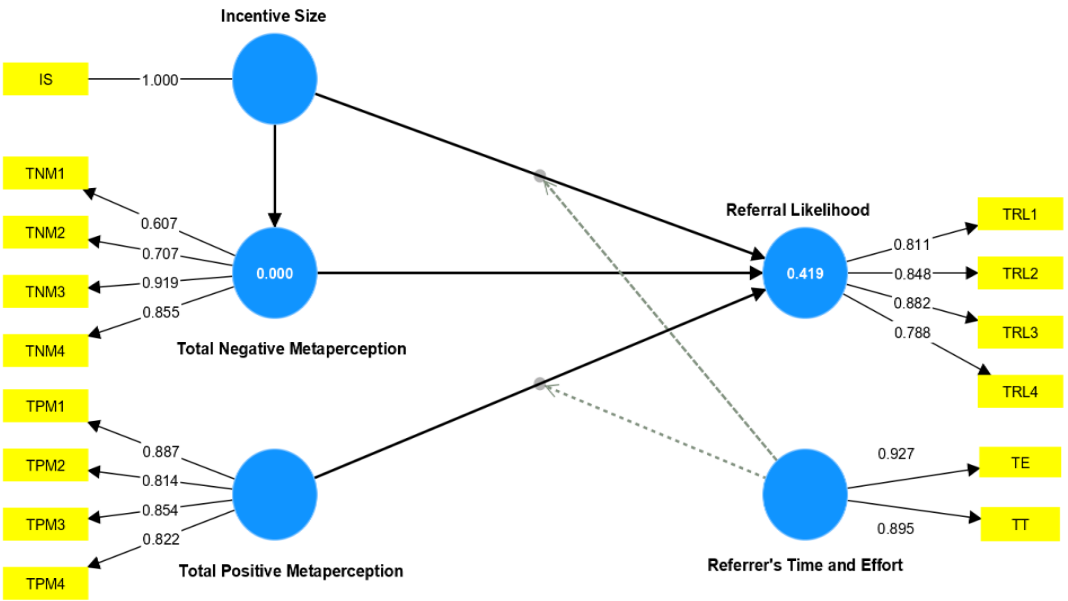
4.3. Reliability and validity analysis

In the process of performing structural equation model analysis, it is necessary to establish the reliability and validity of research variables and indicator variables. Reliability is the degree of consistency in which the measurement results of latent variables are measured without errors, and validity is the degree to which latent

variables are accurately measured (Gunkwon, 2018).

Figure 4. presents the result of the PLS-SEM Algorithm to evaluate the reliability and validity of the research variables and indicator variables of this study. As a result of the analysis, where R^2 refers to how much the independent variables explain the dependent variable, R^2 was 41.9%.

Figure 4. PLS-SEM algorithm results for reliability and validity analysis



As an attempt for more in-depth understanding, investigation of internal consistency reliability and convergent validity of research variables were conducted. Table 6. Shows that the analysis results of Composite Reliability(CR) of all variables is 0.7 or more; Cronbach's alpha is 0.6 or more. Therefore, the internal consistency reliability is secured. Convergent validity is also secured, according to Hair et al. (2017) as the values of Average Variance Extracted(AVE) is 0.50 or more.

Table 7. Reliability and convergent validity evaluation results

Latent Variables	Indicator	Outer Loading	Cronbach's α	CR	AVE
SI	-	1.000	-	-	-
TNM	TNM1	0.607	0.818	0.845	0.611
	TNM2	0.707			
	TNM3	0.919			
	TNM4	0.855			
TPM	TPM1	0.887	0.866	0.875	0.714
	TPM2	0.814			
	TPM3	0.854			
	TPM4	0.822			
TRL	TRL1	0.811	0.855	0.874	0.693

	TRL2	0.848			
	TRL3	0.882			
	TRL4	0.788			
TTE	TT	0.895	0.797	0.813	0.830
	TE	0.927			

The Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio, a common indicator to evaluate discriminant validity, was also investigated. Discriminant validity refers to the degree to which concepts of research variables are well distinguished (Hair et al., 2017)

The results of discriminant validity analysis using the Fornell-Larcker criterion is shown in Table 7. Since the AVE square root of each research variable indicated on the diagonal is greater than 0.584, the highest value among the correlations between research variables, the discriminant validity of the constructs can be considered to be established.

Table 8. Results of discriminant validity according to the Fornell-Larcker criterion

Name	IS	TRL	TTE	TNM	TPM
IS	Single item				
TRL	0.401	0.833			
TTE	0.231	0.281	0.911		
TNM	0.000	-0.123	0.245	0.781	
TPM	0.391	0.584	0.216	-0.202	0.845

* Note: The bolded diagonal line is the square root of AVE between research variables

Furthermore, the evaluation result of discriminant validity by HTMT ratio is displayed in Table 8. Since each HTMT ratio in the table is less than 0.90, it is safe to say that discriminant validity was secured between all research variables in $HTMT_{.90}$.

Table 9. Results of discriminant validity using HTMT ratio

Name	IS	TRL	TTE	TNM	TPM
IS	-				
TRL	0.421				
TTE	0.256	0.324			

TNM	0.025	0.156	0.319		
TPM	0.416	0.641	0.254	0.350	

Through analyses, both reliability and validity among research variables were established. As the next step, structural model evaluation and hypothesis testing was conducted.

4.4 Structural model evaluation and hypothesis testing

Bootstrapping was performed to evaluate the multicollinearity of the structural model. According to Midi et al. (2010), multicollinearity occurs when "two or more independent variables are highly correlated with one another, so one variable can be used to predict the other." This is problematic not only because multicollinearity makes it difficult to distinguish between the isolated effects of the independent variables on the dependent variable but also creates redundant information, skewing the results. Among the independent variables in this research, multicollinearity was not

detected as the inner VIF(Variance Inflated Factor) is less than 5. Table 9 shows that there is no multicollinearity between study variables since all of the VIFs satisfy less than 5.

Table 10. Evaluation results for multicollinearity(VIF)

Research Variables	VIF
IS	3.265
TTE	3.366
TNM	1.721
TPM	1.429

To proceed with hypothesis testing bootstrapping was executed using SmartPLS. Figure 5. and Table 10. illustrates the results in detail.

Figure 5. Hypothesis Test Results

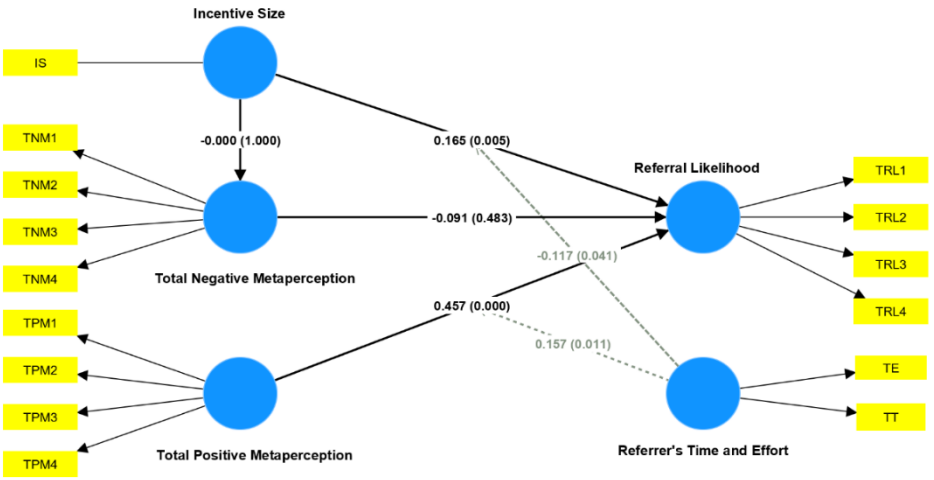


Table 11. Hypothesis test results

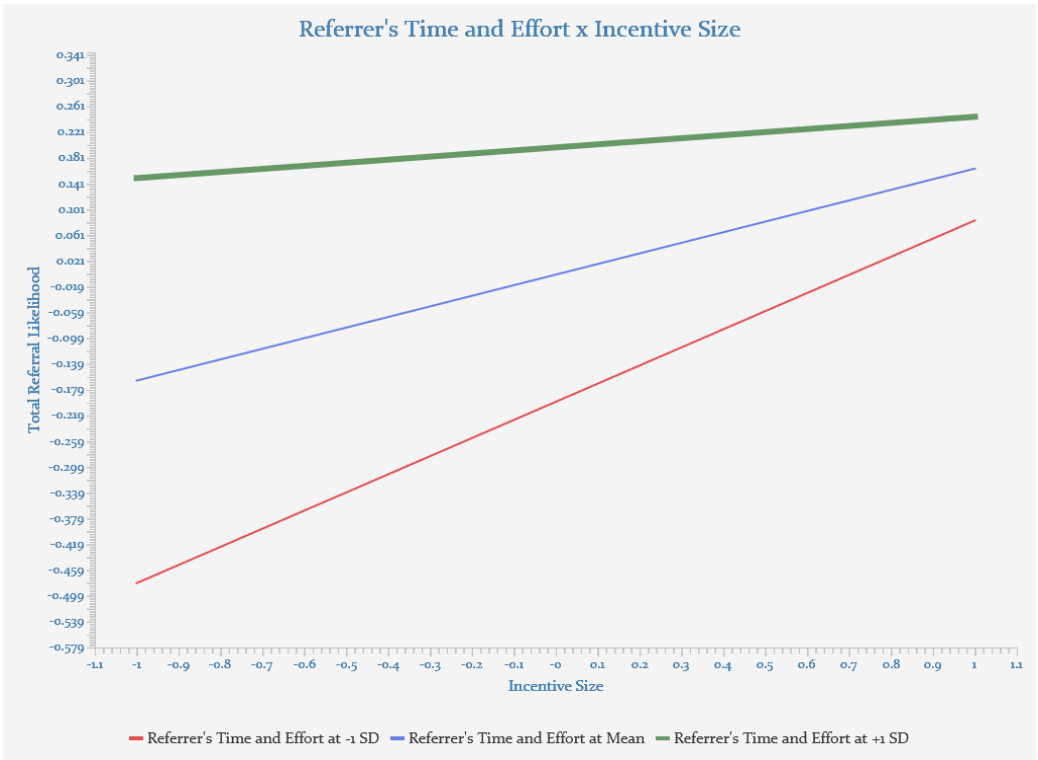
Research Variable	Standardized Estimates	Sample Mean	Standard Deviation	T statistics
H1: IS → TRL	0.165	0.154	0.059	2.786**
H2: IS → TNM	0.000	0.004	0.105	0.000
H3: TNM → TRL	−0.091	−0.055	0.13	0.701
H4: TPM → TRL	0.457	0.475	0.067	6.784**
H5: TTE x IS → TRL	−0.117	−0.118	0.057	2.049*
H6: TTE x TPM → TRL	0.157	0.145	0.062	2.554*

* p<0.05, **p<0.01

H1 and H4 were found to have a statistically significant effect

at the significance level of 0.01. That is, incentive size has a statically significant effect on the likelihood of the inductor making a customer referral (β =0.165, t=2.786), and positive metaperception also has a statically significant effect on the likelihood of the inductor making a customer referral (β =0.457, t=6.784). However, H2 and H3 did not have a statistically significant effect.

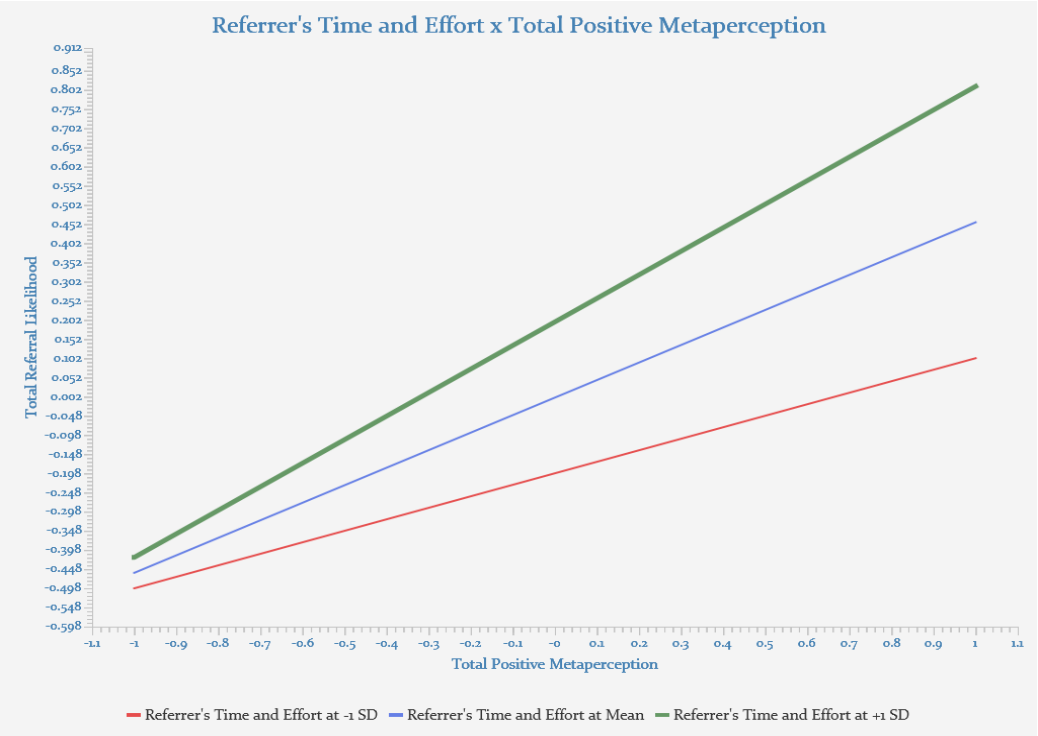
Figure 6. Results of simple slope analysis (H5)



As a result of testing the moderating effect hypothesis, H5 and H6 were adopted at the significance level of 0.05. H5 posited that the positive association between incentive size and the likelihood of inductor making a customer referral will be weakened according to referrer's time and effort. The statistically significant results show that H5 is supported ($\beta = -0.117, t = 2.049$). A simple slope analysis was conducted to examine and visually demonstrate the moderating effect of referrer's time and effort on the relationship between incentive size and referral likelihood. Figure 6. displays an existing pattern by dividing the level of time and effort referrers put in: high level (M+1SD), average level (M), and low level (M−1SD) respectively. We can see that when the referrer's time and effort are at a low level, the inclination – the ratio of how much increasing the incentive size effects the increase in referral likelihood – got steeper. In other words, when referrer's time and effort are at a low level, the same amount of increase in incentive size will result in a substantial increase of referral likelihood compared to other levels of time and effort put in. In alignment with the prediction of H5, when the

referrer's time and effort are at a high level (M+1SD), the likelihood of the inductor making a customer referral only gradually increased at the increase of the same unit in incentive size.

Figure 7. Results of simple slope analysis (H6)



H6 proposes that depending on the level of referrer's time and effort put in, the degree of positive metaperception affecting referral

likelihood will also differ. More specifically, H6 postulates that the level of referrer's time and effort put in will weaken the relationship between positive metaperception and referral likelihood. The statistically significant results show that H6 is supported (β=0.157, t=2.554). Since the moderating effect of the referrer's time and effort resulted to be statistically significant, a simple slope analysis was conducted to understand the results in depth and visually clarify the moderating effect of referrer's time and effort on the relationship between positive metaperception and referral likelihood. Figure 7. illustrates a pattern revealed according to the level of time and effort referrers put in: high level (M+1SD), average level (M), and low level (M−1SD) respectively.

We can see that when the referrer's time and effort are at a low level, the inclination – the ratio of how much increasing the positive metaperception effects the increase in referral likelihood – increased only gradually. In other words, when referrer's time and effort are at a low level, the same amount of increase in positive metaperception will result in a small increase of referral likelihood compared to other levels of time and effort put in. In line with the

prediction of H6, when the referrer's time and effort are at a high level (M+1SD), the likelihood of the inductor making a customer referral increases steeply at the increase of the same unit in positive metaperception.

4.5. Discussion

Based upon the results of this study, the underlying mechanism of motivational factors to make a referral were unveiled. Strengthening previous researches, this study also showed that incentive size have a positively significant effect on the likelihood of the inductor making a customer referral. Furthermore, this study was able to reveal another important factor that was not discussed in the referral literature before: positive metaperception. It is shown that positive metaperception also has a statistically significant positive effect on the behavior of making referrals.

However, surprisingly the mediating relationship that was hypothesized in this paper was not statistically supported. In other

words, the links between both incentive size and negative metaperception, and negative metaperception and referral likelihood were not statistically supported.

Lastly, the moderating effect of referrer's time and effort were statistically tested on how they impact the above discussed relationships. The first hypothesis posited in this study maintained that depending on the level the referrer's time and effort put in will weaken the positive association between incentive size and the likelihood of inductor making a customer referral. The results show that the hypothesis is supported. In other words, when the inductor does not have to put in too much effort and time to make a referral, the bigger the incentive size, it is substantially more likely for the inductor to make a referral. This result also shows that when the effort and time to make a referral is high, the impact of the size of incentive on referral likelihood lessens in a statically significant level.

The second hypothesis regarding the moderating effect of inductors' time and effort put in, argues that the positive relationship between positive metaperception and referral likelihood will be affected. That is, this study proposes that depending on the level of

referrer's time and effort put in, the degree of positive metaperception affecting referral likelihood will also differ. More specifically, this paper postulates that when it takes more effort and time to make a referral, the influence of positive metaperception leading to make a referral strengthens. This result is align with the reasoning explained before, that the inductor will make a referral when the inductor has a strong conviction of the service or product being recommended. Though, it takes more time and effort to make a referral, this strong belief and altruism for the person being referred to benefit from the referral, in which strengthens the positive metaperception of oneself, leads to the behavior of making a referral. On the other hand, when the effort and time to make a referral is less, the positive metaperception of oneself also declines hence the urge to make a referral decreases compared to when the time and effort level is high.

These findings are unprecedented in extant literature and exhibits the potential of the concept of positive and negative metaperception, Time and effort of the inductor is also a fundamental factor in making a referral but has not been explored in previous

studies.

5. Conclusion

5.1. Academic and practical implication

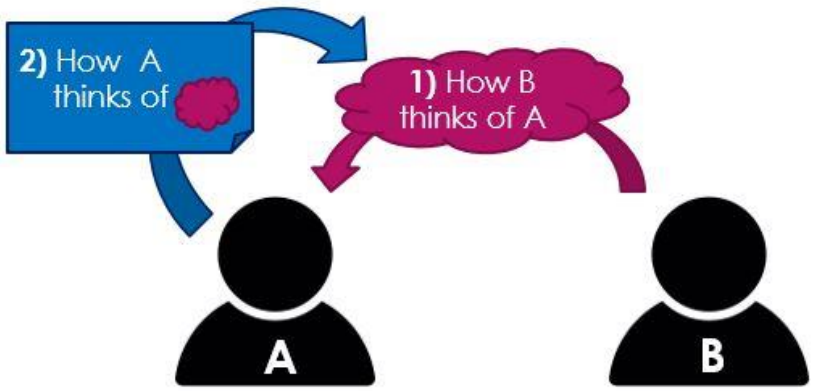
This research attempts to gap the bridge within the referral program literature regarding why people would not recommend a service or product to others even with financial incentives involved. Previous studies have repeatedly shown how monetary incentives could strongly motivate referral likelihood. However, despite the financial gains, people seemed to be hesitant on recommending. Therefore, though many companies have tried to boost the referral program through monetary incentives the result has been unsatisfactory. This research aims to provide a compelling answer by adopting an exchange theory framework to explain the consumers' responses to RRPs.

Exchange theory posits that a social behavior in the interaction

of two parties or more happens only after one goes through a process where the cost and benefit is calculated of the action. Building upon this framework, we can map the motivational factors for referral behavior depending on two axes: Economic vs. Social, and Benefit vs. Cost. While incentive sizes in RRPs refer to economic benefit, referrer's time and effort put in to make the referral will pertain to economic cost. On the other axis, social benefit refers to positive metaperception. That is, the recommendation giver thinks recommending will be seen in a socially positive way i.e. make a positive impression of oneself to others. Whereas, social cost involves negative metaperception where the referrer thinks the referral behavior will be seen in a socially negative way.

Before going into more depth, the concept of metaperception should be defined. Metaperception is, easily put, how you think others think of you. Figure 8. depicts the concept in a simple but accurate way.

Figure 8. Metaperception in a glance



Examining metaperception in the context of referral behavior in academia has only been in a limited way and is a very recent development. Therefore, by incorporating metaperception into the streamline of referral behavior research this study provides theoretical implications where it furthers extant literature. Moreover, this study is the first to attempt establishing positive and negative metaperception and look into its underlying dynamic and effect it has on referral behavior. By adding this dimension of positivity and negativity, this study was able to reveal the contrasting mechanism enriching the referral behavior research. In other words, while positive metaperception helps to make a recommendation, negative metaperception hinders making a recommendation. Since this process

usually happens concurrently, one falls into a dilemma on what to do. As negative metaperception can stem from the financial incentive size, this connection provides an possible explanation to the question why people do not recommend despite the financial incentives.

The research revealed that there is a statistically significant positive relationship between incentive size and the likelihood of the inductor making a customer referral (H1). In other words, the bigger the size of the financial gain is, the more likely one would make a recommendation. Also, the findings suggests that there is a statistically significant positive relationship between positive metaperception and the likelihood of the inductor making a customer referral (H4). That is, the stronger the positive metaperception is, it is more likely for one to make a recommendation.

However, the research findings are interesting as some hypotheses were not statistically supported. The hypothesized positive relationship between incentive size and negative metaperception (H2) was not statistically supported. Neither was the negative mechanism between negative metaperception and referral likelihood (H3). There can be a few explanations for these results.

This subject should be an interesting source for future research.

In addition, this study also attempted to bring to light the moderating effect of referrer's time and effort on referral behavior. This also was a new construct introduced into the context of referral behavior research. This study examined the effect of time and effort put in to make a referral on two relationships; first, between incentive size and referral likelihood; secondly, between positive metaperception and referral likelihood. The research findings were encouraging as the time and effort put in by the recommender would strengthen the positive relationship between incentive size and referral likelihood. That is, when referral behavior requires a lot of time and effort from the recommendation giver, a big size of financial incentive can help overcome the difficulties and lead to referral behavior (H5). Moreover, when referral behavior requires a lot of time and effort from the recommendation giver, this will weaken the influence of positive metaperception on referral behavior (H6).

From the above theoretical findings, we can also derive practical implications of this paper as it shed lights on ways to practically use metaperception and to encourage participation in RRPs.

Based on the results of this study, the incentive size affects the tendency to recommend to consumers, and especially when the referral behavior requires a lot of recommender's time and effort, incentive size can act as an enabler and help recommendation givers to recommend. Positive metaperception has a positive effect on the tendency to recommend to consumers. However, this relationship can be weakened if referral behavior entails a lot of time and effort from the recommender. Therefore, these findings can help companies to formulate a strategy that has influence in reality.

5.2. Limitation and future research

Despite the academic and practical implications of this study, there lies limitations as well as some of the hypotheses were not statistically not supported. Most interestingly, the mediating relationship of incentive size leading to negative metaperception and eventually affecting the likelihood of referral was not supported.

There can be a few explanations for these result. One

explanation might be that the incentive size does not largely differ in range therefore the effect on negative perception might not be as much as expected. Another credible explanation can also be that the baseline of incentive size that referral programs usually offer are not much from the beginning to have a drastic impact on negative metaperception. There could be more reliable explanations that are open for future research.

There could also exist opinions that this study needs caution before generalizing the results as the sample was mostly collected from college/university students and not demographically evenly spread. However, as referral programs are usually used in mobile applications where younger generations are more apt to use. Therefore, the sample collected is actually a result of carefully planned and designed research.

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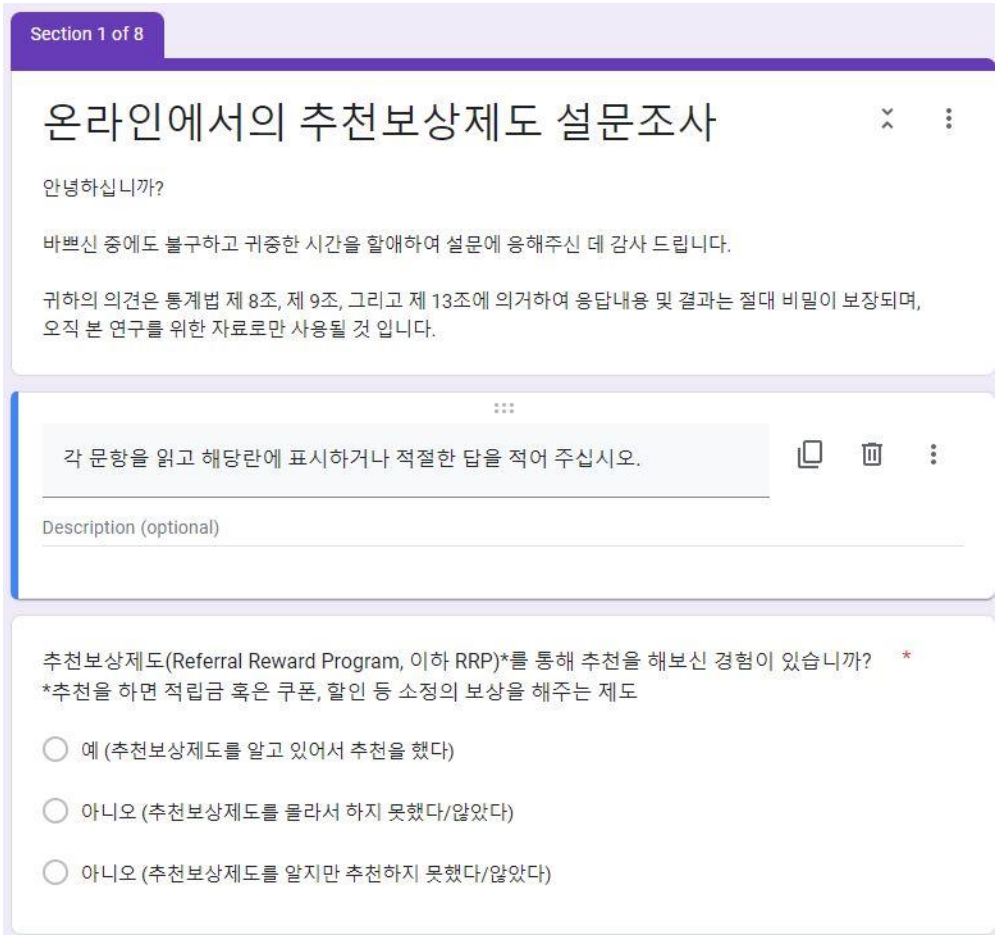
Appendix A: Questionnaire



Section 2 of 8

내가 온라인에서 추천보상제도를 통해 추천을 했던 경우를 떠올려서 아래 문항에 응답해주시기 바랍니다.

Description (optional)

추천보상제도(RRP)를 통해 추천하신 경험이 가장 만족스러웠던 온라인 상점명을 한개만 기입해 주세요. (예) 프롬, 아이허브, 요기요, 배달의 민족 등

Long answer text

IS1. 추천보상제도를 통해 추천을 해서 보상을 받은 경우, 보상의 규모가 어떻다고 생각하십니까? *

	1	2	3	4	5	6	7	
규모가 매우 작았다	○	○	○	○	○	○	○	규모가 매우 컸다

Section 3 of 8

Online Incentive Size

Description (optional)

IS1. 추천보상제도를 통해 추천을 하지 않은 경우, 보상의 규모가 어떻다고 생각하십니까? *

	1	2	3	4	5	6	7	
규모가 매우 작았다	○	○	○	○	○	○	○	규모가 매우 컸다

Section 4 of 8

내가 온라인에서 추천보상제도를 통해 추천을 했던 경우를 떠올려서 다음 문항들에 솔직하게 응답해주시기 바랍니다.

* 1: 전혀 아니다 ~7 : 매우 그렇다

PM1. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인이 최선의 선택을 하도록 도와주었다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

PM2. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인과 좋은 관계를 유지하기 위해서 추천한다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

PM3. 내가 추천을 하면 추천을 받은 사람은 나에 대해 진심에서 우러나와서 하는 행동이라고 생 *
각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

PM4. 내가 추천을 하면 그 추천을 받은 사람은 나에 대해 본인의 시간 낭비와 에너지 소모를 미 *
연에 방지해줬다고 생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

NM1. 내가 추천을 하면 추천을 받은 사람은 나에 대해 내가 사리사욕을 채우느라 추천을 한다고 *
생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

NM2. 내가 추천을 하면 추천을 받은 사람은 추천으로 이루어진 구매가 불만족스러운 경우 나와 *
의 관계에 대해 부정적으로 생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

NM3. 내가 추천을 하면 추천을 받은 사람은 나에 대해 추천을 하는 동기가 순수하지 않다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

NM4. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인을 이용한다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

RL1. 나는 그 온라인 상점을 추천할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

RL2. 나는 그 온라인 상점을 계속해서 이용할 것을 권유할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

RL3. 나는 그 온라인 상점을 강력하게 추천(강추)할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

RL4. 나는 그 온라인 상점을 추천하기 위해 수고를 마다하지 않을 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

TE1. 귀하가 다른 사람에게 추천을 하는 데까지 소요되는 시간은 어느 정도 입니까? *

	1	2	3	4	5	6	7	
전혀 소요되지 않는다	◯	◯	◯	◯	◯	◯	◯	많이 소요된다

TE2. 귀하가 다른 사람에게 추천을 하는 데까지 소요되는 노력은 어느 정도 입니까? *

	1	2	3	4	5	6	7	
전혀 소요되지 않는다	◯	◯	◯	◯	◯	◯	◯	많이 소요된다

Section 6 of 8

다음은 온라인에서 추천보상제도를 통해 추천을 하는 것에 대한 귀하의 의견을 묻는 문항들 입니다.

* 1: 전혀 아니다 ~7 : 매우 그렇다

ePM1. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인이 최선의 선택을 하도록 도와주었다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

ePM2. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인과 좋은 관계를 유지하기 위해서 추천한다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

ePM3. 내가 추천을 하면 추천을 받은 사람은 나에 대해 진심에서 우러나와서 하는 행동이라고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

ePM4. 내가 추천을 하면 그 추천을 받은 사람은 나에 대해 본인의 시간 낭비와 에너지 소모를 미 *
연에 방지해줬다고 생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eNM1. 내가 추천을 하면 추천을 받은 사람은 나에 대해 내가 사리사욕을 채우느라 추천을 한다 *
고 생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eNM2. 내가 추천을 하면 추천을 받은 사람은 추천으로 이루어진 구매가 불만족스러운 경우 나 *
와의 관계에 대해 부정적으로 생각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eNM3. 내가 추천을 하면 추천을 받은 사람은 나에 대해 추천을 하는 동기가 순수하지 않다고 생 *
각할 것이다.

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eNM4. 내가 추천을 하면 추천을 받은 사람은 나에 대해 본인을 이용한다고 생각할 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eRL1. 나는 온라인 상점을 추천할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eRL2. 나는 온라인 상점을 계속해서 이용할 것을 권유할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eRL3. 나는 온라인 상점을 강력하게 추천(강추)할 의향이 있다. *

	1	2	3	4	5	6	7	
전혀 아니다	○	○	○	○	○	○	○	매우 그렇다

eRL4. 나는 온라인 상점을 추천하기 위해 수고를 마다하지 않을 것이다. *

	1	2	3	4	5	6	7	
전혀 아니다	◯	◯	◯	◯	◯	◯	◯	매우 그렇다

eTE1. 귀하가 다른 사람에게 추천을 하는 데까지 소요되는 시간은 어느 정도 입니까? *

	1	2	3	4	5	6	7	
전혀 소요되지 않는다	◯	◯	◯	◯	◯	◯	◯	많이 소요된다

eTE2. 귀하가 다른 사람에게 추천을 하는 데까지 소요되는 노력은 어느 정도 입니까? *

	1	2	3	4	5	6	7	
전혀 소요되지 않는다	◯	◯	◯	◯	◯	◯	◯	많이 소요된다

Section 7 of 8

일반적인 문항에 대해 응답하여 주십시오.

Description (optional)

귀하의 성별을 말씀해주세요 *

- 남자
- 여자

귀하의 연령대를 표시해주세요 *

- 20대
- 30대
- 40대
- 50대
- 60대
- Other...

귀하의 최종학력은 어떻게 되는지요? *

- 고등학교 졸업
- 전문대/대학교 졸업
- 대학원 졸업 (석사)
- 대학원 졸업 (박사)
- Other...

After section 7 Continue to next section

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응답해 주셔서 감사합니다

Description (optional)

초 록

본 학위논문은 추천 행동을 둘러싼 기존의 선행연구와 현실의 현상에서 존재하는 상반된 괴리에 대한 학문적 설명을 제시하고자 합니다. 선행연구에서는 금전적 인센티브가 추천행동을 장려한다고 하지만, 실제로 금전적 인센티브가 무조건 추천행동으로 이어지지는 않습니다. 이에 본 논문은 그러한 사람들의 행동의 근원에 심리적 이유가 있을 거라고 보고, 추천행동에 이르는 심리적 과정을 추적하고자 하였습니다. 즉, 사람들이 “추천”이라는 행동을 하기 전에 그 행동에 수반되는 비용과 가져다 주는 이점을 저울질 하는 사고 과정에 초점을 맞추었습니다.

이러한 사고 과정을 보다 체계적으로 설명하기 위해 교환 이론의 틀을 채용하였습니다. 교환 이론은 두 당사자의 상호 작용을 통해 이루어지는 사회적 행동은 그 행동이 가져다 주는 비용-편익 분석을 거친 후에만 발생한다고 주장합니다. 이러한 교환 이론의 틀을 기반으로 추천 행동의 동기에서 중요한 첫번째 축은 비용과 편익이라고 보았습니다.

교환 이론의 틀에서 추천 행동의 동기를 설명하는 두번째 축으로 본 논문은 메타지각(metaperception)의 개념을 차용하였습니다. 메타지각은 최근 추천 행동 관련 연구에서 조명을 받기 시작한 개념으로, 개인이 생각하기에 타인이 자신을 어떻게 볼 지에 대한 생각을 의미합니다. 본 논문은 보다 정교한 개념화를 통해 메타지각을 부정적 그리고 긍정적 차원으로 나누고 각 차원이 추천행동에 미치는 영향을 세밀하게 분석하였습니다. 즉, 긍정적 메타지각은 추천인이 자신에 대해

추천을 받은 사람이 긍정적으로 생각할 것이라고 할 때 발생합니다. 이는 추천인이 추천을 받은 사람에게 도움이 되고, 즉 시간과 노력을 아껴서 최선의 선택에 이르게 했다는 것입니다. 반대로 부정적 메타지각은 추천인이 자신에 대해 추천을 받은 사람이 부정적으로 생각할 것이라고 믿을 때 발생합니다. 이는 금전적 인센티브가 도입되면 추천 동기가 더 이상 이타적인 것으로 간주되지 않는 다른 선행 연구에 토대를 두고 있습니다.

본 논문에서 추천 행동과 메타지각의 관계는 이렇게 두가지 축을 바탕으로 4가지 방면으로 나누어서 설명하고 있습니다. 경제적 혜택은 추천 보상 프로그램이 제공하는 금전적 인센티브의 크기를 의미합니다. 그리고 사회적 혜택은 긍정적인 메타지각을 의미합니다. 경제적 비용은 추천인이 추천을 하는 데 드는 시간과 노력을 말합니다. 그리고 사회적 비용은 부정적인 메타지각을 의미합니다.

위 4가지 방면들이 서로 충동할 때, 추천 행동을 하는 데 있어 딜레마가 발생한다고 볼 수 있습니다. 즉, 추천인에게 긍정적인 메타지각과 부정적인 메타지각이 동시에 존재할 때, 추천인이 추천 행동 여부에 대해 갈등하게 되는 것입니다.

선행 연구를 토대로 본 논문은 금전적 인센티브의 크기가 추천행동을 하려는 의지에 긍정적인 영향을 미친다고 가정했습니다. 그리고 추천행동의 이면에 숨어 있는 상반된 심리적 과정은 다음과 같이 설명하였습니다. 금전적 인센티브의 크기가 부정적 메타지각에 영향을 줘서 추천 행동의 의지를 감소시키는 반면, 긍정적 메타지각이 추천 행동 의지에 긍정적인 영향을 준다고 보았습니다. 더불어 추천인이 추천을 할 때 소요되는 비용과 노력을 조절변수로 보았습니다. 그래서 추천인에게 수반되는 비용과 노력이 많을수록, 금전적 인센티브의 크기와 추천

행동의 의지의 관계를 보다 강화한다고 가정하였습니다. 반대로, 긍정적 메타지각이 추천 행동 의지에 미치는 긍정적 영향은 오히려 감소한다고 보았습니다.

본 논문은 방법론으로 구조 방정식 모델링을 채택하여 Smart 4.0 PLS-SEM을 통해 분석하였습니다. 데이터는 설문 조사를 통해 수집되었습니다. 총 응답자 수는 397명이었지만 연구 목적에 부합하는 응답자는 206명 뿐이었습니다. 조절효과에 대해서도 시각적으로 조절효과를 파악하기 위해 단순 기울기 분석을 수행하였습니다.

결과는 통계적으로 유의미한 관계가 있음을 보여줍니다. 즉, 금전적 인센티브가 추천 행동 의지에 통계적으로 유의하게 긍정적인 영향을 미칩니다. 긍정적인 메타지각은 또한 추천 행동 의지에 통계적으로 유의하게 긍정적인 영향을 미치는 것으로 나타났습니다. 모든 조절 효과도 예상대로 통계적으로 유의미한 관계가 있는 것으로 나타났습니다. 그러나 인센티브 크기, 부정적 메타지각, 추천가능성 간의 관계는 통계적으로 유의한 결과를 보이지 않았으며, 그 이유에 대해서는 향후 연구의 주제로 다룰 수 있을 것입니다.

주요어 : 추천 보상 제도, 금전적 인센티브, 메타지각, 추천행동의지, 이중성

학번 : 2014-30158