Research Paper

Motivation Triggers Customer Referral Behaviour and Effectiveness of Referral Programs in Customer Acquisition

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Abstract
In almost every industry, referrals are the gold standard of customer acquisition and referral programs have become a popular way to acquire customers. Therefore, the referral behaviour of customers is crucial for every marketer. Hence, this paper is an attempt to investigate the effect of extrinsic and intrinsic motivation on customer referral behaviour. Also, to ascertain the impact of customer referral behaviour on customer acquisition via referral programs. A self-structured questionnaire was used to collect primary data for the study from customers of mobile payment services in India. Non- probability snow ball sampling was used for this purpose. Simple and multiple regression analysis were performed to analyses the data using statistical software SPSS 22.0. The findings of the study revealed that, both extrinsic and intrinsic motivation have significant combined effect on customer referral behaviour. Although, extrinsic motivation is the significant predictor of customer referral behaviour. It was also found that the customer referral behaviour has significant effect on customer acquisition. The study mainly focuses on the influence of factors such as extrinsic and intrinsic motivation on customer referral behaviour. Other factors may also can influence customer referral behavior, which in turn results in customer acquisition. Hence, the study is limited to the aforementioned factors. Further study is required on other factors such as customer satisfaction, referrers' attitude, types of referral programs and other relevant variables that may have influences on customer referral behaviour. Thirdly, the current study is conducted on mobile payment applications. The referral behaviour of customer may vary according to product, service, or industry. Hence, further exploration on aforementioned factors are necessary.
Keywords: Customer Referral Behaviour, ExtrinsicMotivation, Intrinsic Motivation, Referral Reward Programs and Mobile payment services

I.   INTRODUCTION

To get new customer is a big challenge for every company, as it is directly connected with the growth of a brand and an organization. In this day and age, as marketing technologycontinues to evolve and we're witnessing a quantum leap towards more customer-centric marketing products and platforms.Prior studies(Garnefeld et al., 2013; Kumar et al., 2010; Meyners et al., 2017)have accentuated upon analyzing the importance of customer referral programs, as it is considered to be a popular customer acquisition tool adopted by several companies.Previous research on customer referral programs have stressed upon referral programs on referral likelihood. Some scholars examined the influence of referral reward programs on referral likelihood(Gangseog & Feick, 2007), employee referral programs on referral likelihood(Wentzel et al., 2014). Furthermore, prior researches addressed the significance of referral programs in customer acquisition(Pechpeyrou, 2015).

Apart from that, many researches have been undertaken onextrinsic and intrinsicmotivation includes studies focused onhow extrinsic and intrinsic motivation influenceconsumer behaviour in online shopping(Shang et al., 2005), and effectiveness of extrinsic as well as intrinsic motivation in respect of opinion leaders versus non- opinion leaders(Shi & Wojnicki, 2014).But limited studies are focused on motivation leads

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to customer referral behaviour(Dose et al., 2019). Therefore the current study investigates the motivation which triggers the customers to make referrals to others.

One of the crucial features of every service is intangibility and that makes evaluation of quality of service difficult. In the case of services industry referrals play an important role(Dobele et al., 2008). The reason is, information comes from personal independent source i.e, referrals act as a useful method.Recognizing this opportunity, several companies are jumped on the referral programs to recruit more customers. Existing studies(Carbó-valverde & Liñares-Zegarra, 2011; Kuester & Benkenstein, 2014; Pechpeyrou, 2015; Tang et al., 2016) are focused on referral programs used by banks, card issuers and mobile phone companies for customer acquisition. (Berman, 2016)claims that referral marketing programs are not equally effective for all firms. And recently, it is seen thatmobile payment service providers like Paytm, Pay Pal, and Google Pay and many other mobile payment service providers have begun to adopt referral programs as a promotional strategy to acquire customers. Therefore, current research is an attempt to conceive the role of customer referral behaviour in recruiting new customers for mobile payment services in India. .

The objectives of this paper is broadly classified into two; the primary objective is to examine how extrinsic and intrinsic motivation influences customer referral behaviour towards customer referral programs of mobile payment services.The secondary objective is to determine the impact of customer referral behaviour oncustomer acquisition formobile payment service providers. The present paper contributes to the relevant literature that explains the relationship between extrinsic and intrinsic motivation, customer referral behaviour,and referral reward programs and customers acquisition. And the findings have implication for marketers while designing customer referral programs.

II.   REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

The following literature discusses what have been so far done on this topic under research. And the formulation of proposed hypotheses.

Extrinsic and Intrinsic motivation

Mainly two kinds of motivation leads a person to do a particular task. They are extrinsic and intrinsic motivation. Extrinsic motivation can be signified as an endevour carried out by any subject for earning rewards. On the other hand, intrinsic motivation can be referred to doing an activity basically for enjoyment, fun rather than monetary return(Ryan & Deci, 2000).

In the previous studies, the research results of (Nisar et al., 2016)reports that intrinsic rewards and extrinsic rewards have significant and positive impact on employee's performance and satisfaction. Apart from that reward system plays a mediating role in the relationship among intrinsic and extrinsic rewards and employee's performance and satisfaction.(Smith et al., 2015) investigated the role of extrinsic and intrinsic rewards in motivating employees. The study reveals that reward received by employee had an effect on work motivation. In addition to that, the study reports shows extrinsic reward has more effect on work motivation as compared to intrinsic rewards. Another study found that both intrinsic and extrinsic reward havesignificant positive effect on employees' job performance. However, it has been found that employees' job performance is considerably influenced by intrinsic rewards(Khan et al., 2017). This view is supported by (Ozutku, 2012) who reports intrinsic reward programshave more potential to affect people as compared to extrinsic rewards.In contrary to the findings of the study(Smith et al., 2015),it was found that employees were motivated by intrinsic rewards rather than extrinsic rewards and company has to concentrate on intrinsic reward such as job security rather than extrinsic reward like increase in pay(Kilimo et al., 2016).(Tang et al., 2016) stated the positive effects of intrinsic motivation such as sense of self-worth, socializing and extrinsic motivation such as economic reward and reciprocity on sharing of mobile coupons in social networking sites by the customers.

Customer Referral Behaviour

Customer referral behaviour means the way in which customer responds to referral programs**.**Prior researches mainly stressed upon key drivers of referral behaviour. (Wirtz, Tang, et al., 2019)identified the drivers of inductors' (existing customers) successful referral behaviour. Here the research findingspoints out that meta-perception, incentive attractiveness, and opportunism are the key determinants of inductors' successful referral behaviour. And intrinsic motive namely involvement does not have influence on referral behaviour of existing customers.(Wirtz et al., 2013) identified that, satisfaction and tie strength play a crucial role in referral behaviour. In the case of incentivized referrals, a satisfied customer is more likely to recommend the product or services than a customer who was not satisfied. Also customer who was received referrals from friends, family (weak tie) are more influenced by referrals as compared to customers who were merely acquaintances (strong ties).That means referralbehaviour changes with respect to customer satisfaction and tie strength. Unlike, (Wirtz et al., 2013), (Sciandra, 2019) claims that absence or presence of reward does not have any influence on likelihood of recommendation acceptance in the case of strong ties. For the weak ties, presence of reward has

negative effect on recommendation acceptance by consumers. Conversely, (Dose et al., 2019) argues that in the case of more innovative offerings reward for both referrer and referee influence referral likelihood as compared to reward for referrer or no reward. But referral likelihood of the customers of less offerings remains the same for double sided, one sided and for no reward.

Extrinsic and Intrinsic motivation and Customer Referral Behaviour

In the past, few researches have been conducted on explaining the link between extrinsic and intrinsic motivation and customer referral behaviour. A few of them includes, studies done by(Dobele et al., 2008) who were examined the association between referring clients of professional services firms (clients of three accounting and financial services firms based in Australia) and rewards. And results have shown that extrinsic rewards significantly influences the referral strength and have indirect positive effect on talkers. And perhaps, extrinsic reward is significant if the clients expect a tangible reward in return of desired referral behaviour. And (Poch & Martin, 2015) state that altruism (intrinsic rewards) and extrinsic reward (economic incentives and Social benefits) play crucial role in consumers' intention to create user- generated content on branded video. From the results it is found that economic incentives have significant positive effect on content creation. Among the extrinsic rewards economic incentives is significant as compared to social benefits.(Dose et al., 2019) point out the link between extrinsic reward and referral likelihood. (Wirtz, Orsingher, et al., 2019), explains that incentives increases customer referrals via online than offline. At the same time results show that apart from the incentives, customer recommends the product to others because, other shall consider it to be helpful and becomeaware about the offers. That means not only extrinsic motives(i.e, to earn incentives) but also intrinsic motives leads to customer referrals.In contrary to the previous studies, (Renard & Darpy, 2017)argue that when games were offered to players with incentives, the reward would not motivate them to invite others. But in case of calling on players' mental skill, players invite friends to join the game.

Based on prior literatures, it was clearly evident that there are mainly two kinds of motivationwhen it comes to referring a product or services by a customer to another customer.Because, whenever a customer loves a particular product or service, they may recommend that product or services to friends who are in need of such product or services. Therefore, there is a prospect that, most passionate fan or customer will spread word about the product or services. But, most of the customers need a little encouragement in the form of cash, kind or pleasure.Hence, there are mainly two kinds of motivation which encourages customers to make referrals; they are extrinsic and intrinsic motivation.Extrinsic motivation can be economic incentives and social benefits(Poch & Martin, 2015)and intrinsic motivation can be enjoyment, fun and altruism(Ryan & Deci, 2000). Hence, the current study focuses on extrinsic motivation (economic incentives) and intrinsic motivation.

Based on the above discussion, we expect an impact of both extrinsic and intrinsic motivation on customer referral behaviour. Thus we propose:

H1: Extrinsic and intrinsic motivation have significant influences on customer referral behaviour towards referral programs of mobile payment services.

Customer acquisition through referral programs

Referral programs can be broadly classified as rewarded referrals and unrewarded referrals. Previous research found that customers show favourable response towards rewarded referrals than unrewarded referrals(Verlegh et al., 2013).Previous study(Pechpeyrou, 2015)points out that banking industry often use referral programs as a customer acquisition tool and discussed perceived self-efficacy and perceived value of the reward as two major antecedents of motivation to recruit new customer. And it was found that reward location has effect on these two antecedents in opposite direction. Also research findings points out that referral programs recruit new customers and create future commitment in the minds of customers.In short, referral programs can be treated as a loyalty tool beyond a customer acquisition Tool(Kuester & Benkenstein, 2014; Pechpeyrou, 2015). In the study of (Wirtz, Tang, et al., 2019) described that referral reward programs (RRPs) is a referral program which provides incentives to existing customers (inductors) to refer the products or services to new customers (inductees). Researchers claim referral reward programs (RRP) is only effective if the existing customers refer it to new customers and they respond with buying the service.(Schmitt et al., 2011) states the importance referral programs by explaining the role of referral programs in creating customer value for companies. Authors arguereferred customers are more valuable than non-referred customers in both short run and long run. Also referred customer possess high customer loyalty as they are retained for longer period. And the average value contributed by referred customers is 16% higher than non-referred customers irrespective of acquisition time and demographics.Previous literature explains the role of customer referral program in customer acquisition.Thus, the following assumption is made:

H2: Customer referral behaviour has significant effect on customer acquisition.

Referral Reward Programs (RRPs)

The single most important ingredient of a great referral campaign is providingproper incentives for participation. Most of the companies are using basically 4 types of rewards, which consist of goal based rewards, referral contest, sweep stakes, giveaways and instant rewards.Prior research (Carbó-valverde & Liñares-Zegarra, 2011)has reported reward programs act as key drivers for card issuers in order to increase the electronic payments. Different types of reward programs offered by card issuers are discounts, points, gifts and cash-back. The result shows that rewards may significantly affect preferences for card payments, and economic impact varies across types of rewards and merchant activities.Further, research done by (Gangseog & Feick, 2007)gives a precise view on the effect of reward size on referral likelihood in the case of strong ties and weak ties. And the result found increase in reward doesn't have any influence on strong ties and influences weaker ties for weaker brands. Here, the study focuses on the size of referral reward. And suggest the necessity of studying different types of referral reward programs. Likewise, (Kuester & Benkenstein, 2014) conclude that reward size and recommenders' attitude and loyalty were negatively correlated. In contrary to the previous research,(Tang et al., 2016) found that, customers' follow-up e-referral indicates positive relationship between reward amount and reward type (such as cash and gift). Furthermore, results show the moderate effect of customers' creative self-efficacy on reward and follow-up e-referral. And the research reportscustomers with low self-efficacy were not influenced byreward amount but reward type(gift reward) has more effect on them. On the other hand, reward amount and reward type have effect on customers' follow up e- referralwith respect to customers with low self-efficacy. But prefer cash reward over gift reward. Similarly (Zhang et al., 2019) draws our attention towards the effectiveness of referral reward programs. And it was found that customers follow-up e-referral behaviour varies according to types of reward offered.

Recently, Mobile payment service providers havestarted offering referral reward to their customers. And major types of referral reward offered by various mobile payment servicesavailable in India include discounts, free products, cash bonus, bill credits and cash back.

In summary, the following research hypotheses were formulated based on the above literature:

H1: Extrinsic and intrinsic motivation havesignificant influences on customer referral behaviour towards referral programs of mobile payment services.

H2: Customer referral behaviourhas significant effect on customer acquisition.

Based on the arguments presented above, Figure 1 shows theassumed link between extrinsic and intrinsic motivation, customer referral behaviour and customer acquisition and also the hypothesesto be tested empirically.
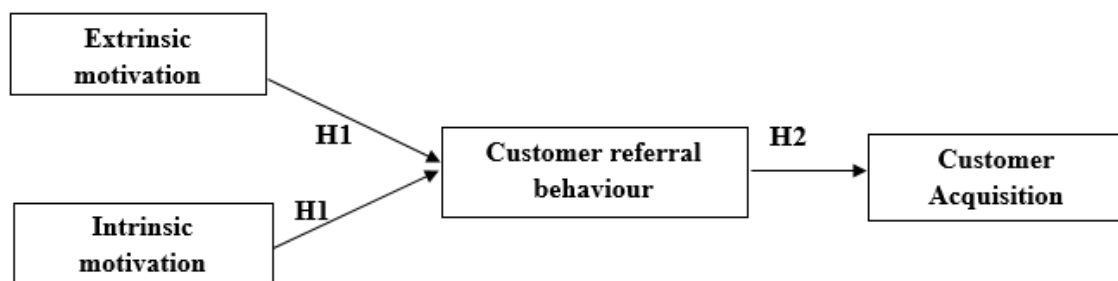

Figure 1.The Research Model

III. METHODOLOGY

A quantitative method was adopted for the survey to investigate the effect of extrinsic and intrinsic motivation on customer referral behaviourand effectiveness of referral programs in encouraging current customers to recruit new customers for mobile payment service providers. The primary data were collected using self-structured questionnaire. The valid sample number of this research is 60, who were the customers of mobile payment services in India.And sample units were selected using snowball sampling. The response rate was 100%.The target population includes customers of mobile payment applications available in India, which were drawn from different areas of Kozhikode district. To measure the reliability of the instrument used for data collection, Cronbach alpha was used. Simple and multiple regression analysis were the methods employed for verifying the proposed hypothesis. The questionnaires were found satisfactory from responses owed by the respondents and subsequently, data were analyzed usingstatistical software SPSS 22.0.

IV.   DATA ANALYSIS AND DISCUSSIONS

Reliability Analysis

To ensure, all items used in each variable were free from errors and thus, providing consistent resultsthe reliability analysis was used to measure the accuracy of the data collected. Cronbach alpha is the measurement used for this purpose. Table 1 shows the Cronbach alpha corresponding to each constructs used in the questionnaire.

Table 1 Reliability Analysis

Constructs	No of items	Item Dropped	Cronbach Alpha	Indicator
Extrinsic Motivation	4	---	.606	Moderate
Intrinsic Motivation	4	---	.654	Moderate
Customer Referral behaviour	3	---	.597	Moderate
Customer acquisition	6	---	.743	High

The Cronbach's coefficients alpha values for all factorsranging from 0.597 to 0.743 indicated good inter-items consistency for each factor. Cronbach alpha was 0.606,0.654,0.597 and 0.743for extrinsic motivation, intrinsic motivation, customer referral behaviour, customer acquisition respectively. The reliability of customer acquisition is relatively high compared to other three variables. (Hinton et al., 2005) have suggested four cut-off points for reliability, which includes excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below). Based on this Suggested cut- off points, it was found that data collected through questionnaire were reliable for further analysis.

Based on the data collected from sample respondents regarding personal characteristics is shown in table 2.

Apart from the demographic details, the following information such as mobile payment applications used by customers, Period of usage and customers' preference towards referral reward programs are explained as follows:

From the data, it was found majority of the customers (51.7%) were using Google pay for making mobile payments followed by Paytm (31.7%) and PhonePe (16.6%). And majority of the customers (38.3%) were using their respective mobile payment application from 6-12 months, the remaining were using for 1-2 year(26.7%), less than 6 months(20%) and more than two years(15%). Also the preference of customers towards referral reward programs were asked and it was found cash back, cash bonus, discount, bill credits and free products occupies Rank 1, 2, 3, 4 and 5 with a mean value of 4.03, 3.82, 2.93, 2.15 and 2.07 respectively.

Table 2 Demographic profile of respondents

Characteristics	Range	No. of respondents	Percentage
Gender	Male	33	55.0
	Female	27	45.0
Age	<25	34	56.7
	25-35	19	31.7
	35-45	5	8.3
	>45	2	3.3
Educational qualification	Plus Two	7	11.7
	Graduation	11	18.3
	Post-Graduation	40	66.7
	PhD	2	3.3
Monthly Income	<20000	39	65.0
	20000-40000	16	26.7
	40000-60000	2	3.3
	>60000	3	5.0
Area of Residence	Rural	35	58.3
	Semi-urban	17	28.3
	Urban	8	13.3

Source: Primary data

From the collected data, hypothesis 1 and 2 were verified by using multiple and simple regression analysis.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine whether intrinsic and extrinsic motivation (Independent variables) have any influence on customer referral behaviour (dependent variable), which is shown in table 4.

H1: There is significant influences of extrinsic motivation and intrinsic motivation on customer referral behaviour.

Here the model summary table 4.1 shows R-Square for this model is 0.186.This is expressed as percentage, which means that 18.6 percent of the variation in customer referral behaviour (dependent variable)

can be explained by 2 independent variables such as intrinsic motivation and extrinsic motivation. The table 4.1 also shows the adjusted R square for the model as 0.157.

The ANOVA table 4.2 shows F value 6.494 and sig. (p-value).003 which is below.05; hence, the null hypothesis is rejected.Therefore, there is significant influence of extrinsic motivation and intrinsic motivation on customer referral behaviour. Here, we conclude that the overall model is statistically significant, or the two independent variables namely extrinsic and intrinsic motivation have a significant combined effect on the dependent variable, that is customer referral behaviour. In other words, the proportion of variance explained in the table 4.1 is significant.

Table 4 Influence of extrinsic and intrinsic motivation on Customer referral behaviour

Table 4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Influence of extrinsic and intrinsic motivation on Customer referral behaviour	.431[a]	.186	.157	2.007

Predictors: (Constant), Intrinsic motivation, Extrinsic motivation
Source: Primary data

Table 4.2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
Influence of extrinsic and intrinsic motivation on Customer referral behaviour	Regression	52.320	2	26.160	6.494	.003[**]
	Residual	229.614	57	4.028		
	Total	281.933	59			

Dependent Variable: Customer Referral behaviour
Predictors: (Constant), Intrinsic motivation, Extrinsic motivation
Source: Primary data

The coefficient table 4.3 explains influence of independent variables such as extrinsic motivationand intrinsic motivation on dependent variablecalled customer referral behaviour. An inspection of individual predictors revealed that, extrinsic motivation has p-value of .001 (Beta = .424) is a significant predictor of customer referral behaviour. That means, higher levels of extrinsic motivation are associated with higher levels of customer referral behaviour.

Table 4.3 Coefficients

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Influence of extrinsic and intrinsic motivation on Customer referral behaviour	(Constant)	6.360	2.080		3.057	.003
	Extrinsic motivation	.356	.102	.424	3.491	.001**
	Intrinsic motivation	.027	.111	.030	.243	.809

Dependent Variable: Customer Referral behaviour
**Significant at 1% level of significance

Simple regression analysis

Simple regression analysis was conducted to examine whether customer referral behaviour(Independent variable) has any effect on customer acquisition (dependent variable).Table 5 presents the details regarding the same.

H2: Customer referral behaviour hassignificant effect on customer acquisition through referral programs

Table 5Effect of customer referral behaviour on customer acquisition through referral programs

Table 5.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Effect of customer referral behaviour on customer acquisition through referral programs	.266	.071	.055	3.588786

Predictors: (Constant), Customer Referral behaviour
Source: Primary data

Here the model summary table 5.1 shows R-Square for this model is .071.It means 7.1 percent of the variation in customer acquisition (dependent variable) can be explained by customer referral behavior (independent variable). The table 5.1 also shows the adjusted R square for the model as .055.

Table 5.2 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
Effect of customer referral behaviour on customer acquisitionthrough referral programs	Regression	56.729	1	56.729	4.405	.040*
	Residual	747.004	58	12.879		
	Total	803.733	59			

Dependent Variable: Customer acquisition
Predictors: (Constant), Customer Referral behaviour

The ANOVA table 5.2 shows, F value 4.405and p-value .040which is below .05; hence, the null hypothesis is rejected.Therefore, there is significant influence of customer referral behaviour on customer acquisition. Here, we conclude the overall model is statistically significant, or the independent variables have significant effect on dependent variable. In other words, the proportion of variance explained in the table 5.1 is significant.

Table 5.3 Coefficients

Model	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Effect of customer referral behaviour on customer acquisition through referral programs	(Constant)	25.869	2.613		9.899	.000
	Customer Referral behaviour	.449	.214	.266	2.099	.040*

Dependent Variable: Customer acquisition
*Significant at 5% level of significance

The coefficient table 5.3 explains the influence of independent variable such as customer referral behaviouron dependent variable called customer acquisition. An inspection of individual predictor revealed that, customer referral behaviour has p-value.040 (Beta = .266) is a significant predictor of customer acquisition. That means, higher levels of customer referral behaviour are associated with higher levels of customer acquisition through referral programs.

V.   CONCLUSION

Based on the analysis and discussion, the results of this research show that customers are more likely to refer the mobile payment service when they have extrinsic motivation rather intrinsic motivation. The findings is consistent with(Poch & Martin, 2015) and they identified that consumers intention to create user generated content was influenced by extrinsic rewards(economic incentives and social benefits) rather intrinsic rewards(altruism). It was also found that customer referral behaviour plays a crucial role in customer acquisition.Furthermore, findings of the current study show that intrinsic motivation alone does not result in a significant increase in customer referral behaviour. But, the combined effect of both extrinsic motivation and intrinsic motivationwas still significant. Overall, the research suggests that marketers should offer economic incentives alone or economic incentives and altruistic benefits simultaneouslyto boostreferral behaviour of the customers. The results leads to the recommendations that, the referral program strategies developed should also targethighly altruistic consumers who desire to help others. In such case, marketer should concentrate on referrals beneficial for referrer and referee(double sided reward). For example, giving rewards for referrer when making referrals and referee on making first payment using respectivemobile payment applications(i.e.; double-sided reward).

As mentioned above, customers' referral behaviour is mainly triggered by extrinsic motivations. Therefore, marketers should concentrate more on referral programs especially referral reward programs such as cash back, cash bonus and discount were highly preferred by the customers. Hence, marketers should design customer referrals attached with incentives to acquire new customers. This study suggests various ways in which marketers can be effective in utilizing customer referral programs for recruiting new customers with the help of existing customers.Therefore, current study concludes extrinsic motivation is the major reason behind customer referral behaviour.And customer referral behaviour towards referral programs results in customer acquisition.The findings is relevant to marketers seeking to increase customer base through customer referral programs.

LIMITATIONS AND FURTHER RESEARCH

The study has certain limitations. The present study is limited to Kozhikode district and limited sample size of 60 respondents cannot be considered as absolute representative of the whole population of India. Secondly, the study mainly focuses on the influence of factors such as extrinsic and intrinsic motivation on customer referral behaviour. There may be other multiple factors which may affect customer referral behaviour which in turn results in customer acquisition. Further study is required on other factors such as customer satisfaction, referrers' attitude, types of referral programsand other relevant variable which may have influences on customer referral behaviour. Thirdly, the current study is conducted on mobile payment applications. The referral behaviour of customer may vary according to product, service or industry. Hence, further exploration on aforementioned is necessary.

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