

REFERENCE

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APPENDIX

APPENDIX 1: Questionnaire

Questionnaire of employee performance in Qiuso company

亲爱的朋友们:

您好,我是来自总统大学的学生,首先感谢您抽出宝贵的时间填写本调查问卷,完成本问卷大约需要五分钟,请你依据在Qiuso公司工作过程中的感受,真实填写此问卷。本次调查为匿名调查,并且所有信息都会严格受到保密,因此,在您填写问卷不要有任何顾虑。

再次感谢您的配合与支持,谢谢!

Dear friends,

Hello, I am a student from President University. First of all, thank you for taking your precious time to fill in this questionnaire. It takes about five minutes to complete this questionnaire. This survey is anonymous, and all information will be strictly confidential, so do not have any concerns before you fill in the questionnaire.

Thank you again for your cooperation and support!

* 现在在Qiuso公司工作吗? (Currently working at Qiuso Company?)

- 有 (Yes)
 没有 (No)

* 您的性别 (Gender)

- A 男 (Male) B 女 (Female)

*您的年龄 (Age)

- A 25岁以下 (Under 25 years old)
- B 26-30岁 (26-30 years old)
- C 31岁及以上 (> 31 years old)

*您的最高学历 (Education)

- A 高中及以下 (Senior high school and below)
- B 本科 (Bachelor)
- C 硕士及以上 (Master degree or above)

*您的岗位 (Position) :

- A 运营类岗位 (Operational position)
- B 销售类岗位 (Sales position)
- C 客服类岗位 (Customer service position)
- D 其他 (Others)

以下的问题基于您在电商公司工作的经验, 请根据最真实的感受填写。每个选项后边的数字代表您的同意程度, 1-非常同意; 2-同意; 3-中等同意; 4-不同意; 5-强烈反对

The following questions are based on your experience working in the e-commerce company, please fill in according to your most authentic feelings. The number behind each option represents your degree of agreement, 1-strongly agree; 2-agree; 3-moderately agree; 4-disagree; 5-strongly disagree

* 1. 公司的企业文化会影响您的工作绩效。 (Your company's corporate culture has an impact on your job performance.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 2. 公司文化可以激励你工作。 (The company culture can motivate you to work.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 3. 公司的企业文化符合您的价值观和理念。 (The company's corporate culture is in line with your values and ideas.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 4. 公司文化提倡员工之间的沟通与协作。 (The company culture promotes communication and collaboration among employees.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 5. 公司的企业文化促进个人和职业发展。 (The company's corporate culture promotes personal and professional development.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 6. 公司的公平对待会影响自我满意度 (Fair treatment by the company can affect self-satisfaction.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 7. 公司提供充足的机会和资源支持员工的个人和职业发展 (The company provides ample opportunities and resources to support employees' personal and professional development.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 8. 公司充分重视并积极回应员工的意见和建议 (The company pays full attention to and responds to employees' comments and suggestions.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 9. 公司已采取措施保护员工的权益和福利 (The company has taken measures to protect the rights and welfare of its employees.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 10. 公司为员工提供公平的竞争环境 (The company provides a level playing field for its employees.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 11. 公司非常重视知识管理。(The company attaches great importance to knowledge management.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 12. 公司为员工提供知识共享的环境。(The company provides a knowledge-sharing environment for its employees.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 13. 公司与员工保持积极的沟通和互动。(The company maintains active communication and interaction with its employees.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 14. 在日常工作中，你会想出更多的知识与同事分享。(You will come up with more knowledge to share with colleagues in your daily work.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 15. 知识共享在提高我自己的表现方面发挥着重要作用。(Knowledge sharing plays an important role in improving my own performance.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 16. 公司的组织氛围会影响您的绩效。(The organizational climate of your company affects your performance.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 17. 组织正义与您的工作绩效有关。(Organizational justice is related to your job performance.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 18. 你的工作表现受到公司内部知识共享的影响。(Your job performance is influenced by the knowledge-sharing within the firm.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

* 19. 公司的内部政策和程序会影响您的工作表现。(The internal policies and procedures of the company have an impact on your performance at work.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意

* 20. 同事的合作和鼓励会影响你的表现。(The cooperation and encouragement of your coworkers has an impact on your performance.)

- A 很满意 (strongly agree)
- B 满意 (agree)
- C 一般 (moderately agree)
- D 不满意 (disagree)
- E 极不满意 (strongly disagree)

提交

APPENDIX 3: Statistical result

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Regression

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[DataSet5]

Descriptive Statistics

	Mean	Std. Deviation	N
Y	19.85	3.812	137
X1	20.14	4.276	137

X2	20.15	4.299	137
X3	19.76	3.951	137

Correlations

		Y	X1	X2	X3
Pearson Correlation	Y	1.000	.839	.833	.885
	X1	.839	1.000	.870	.890
	X2	.833	.870	1.000	.879
	X3	.885	.890	.879	1.000
Sig. (1-tailed)	Y	.	.000	.000	.000
	X1	.000	.	.000	.000
	X2	.000	.000	.	.000
	X3	.000	.000	.000	.
N	Y	137	137	137	137
	X1	137	137	137	137
	X2	137	137	137	137
	X3	137	137	137	137

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	X3, X2, X1 ^b	.	Enter

a. Dependent Variable: Y

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.896 ^a	.802	.798	1.715	1.918

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1584.568	3	528.189	179.568	.000 ^b
	Residual	391.213	133	2.941		
	Total	1975.781	136			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.610	.757		3.447	.001		
	X1	.153	.083	.172	1.855	.066	.173	5.765
	X2	.156	.078	.176	1.987	.049	.191	5.247
	X3	.557	.092	.578	6.042	.000	.163	6.144

a. Dependent Variable: Y

Coefficient Correlations^a

Model			X3	X2	X1
1	Correlations	X3	1.000	-.464	-.534
		X2	-.464	1.000	-.404
		X1	-.534	-.404	1.000
	Covariances	X3	.009	-.003	-.004
		X2	-.003	.006	-.003
		X1	-.004	-.003	.007

a. Dependent Variable: Y

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	X1	X2	X3
1	1	3.961	1.000	.00	.00	.00	.00
	2	.029	11.702	.97	.02	.03	.01
	3	.006	26.473	.00	.48	.88	.04
	4	.004	30.303	.03	.49	.10	.95

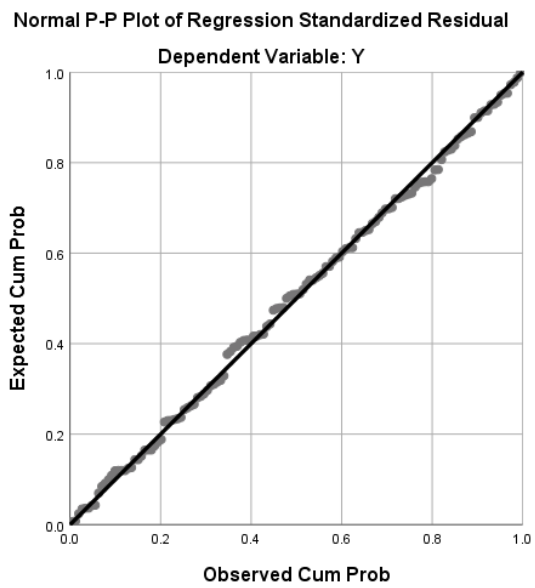
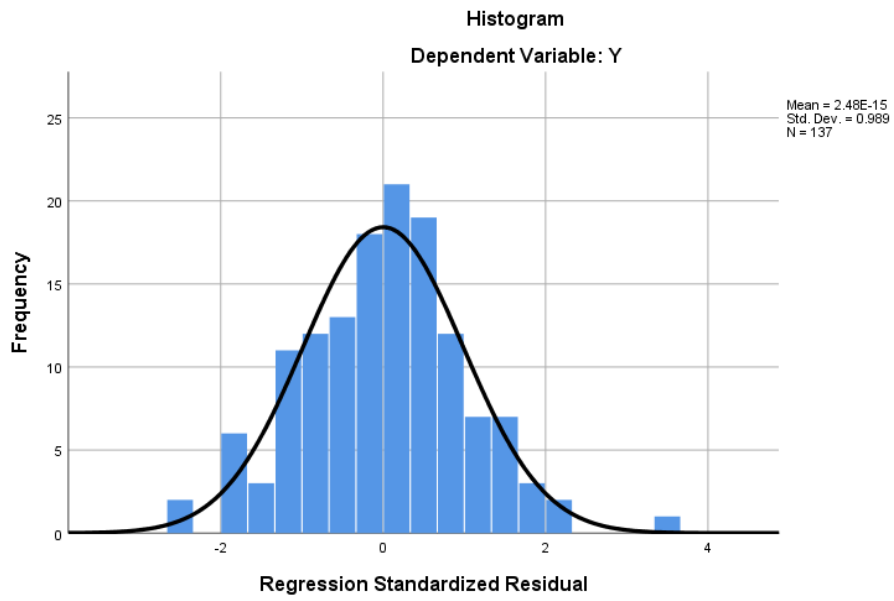
a. Dependent Variable: Y

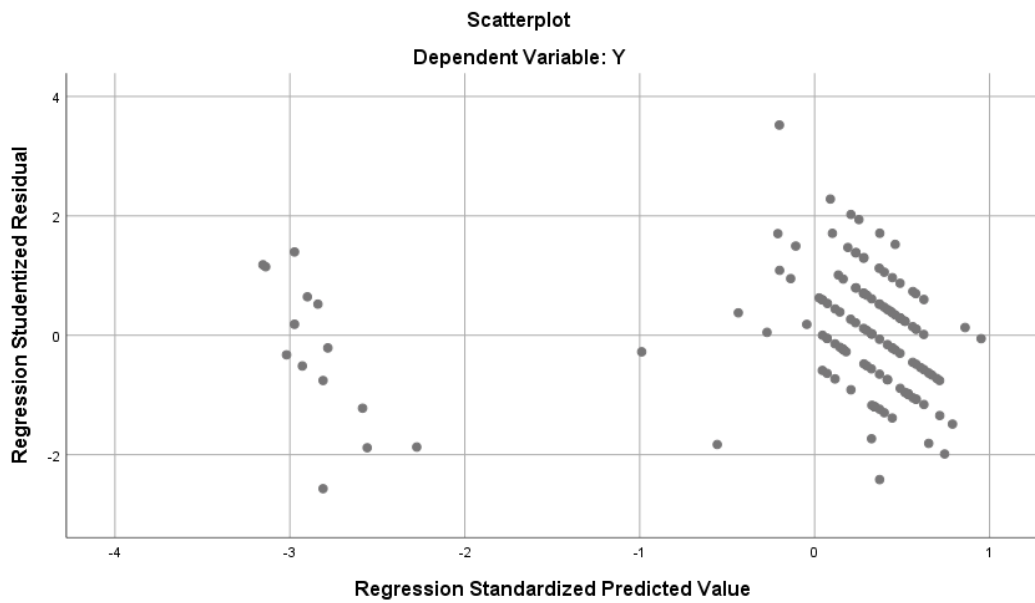
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	9.08	23.10	19.85	3.413	137
Std. Predicted Value	-3.154	.952	.000	1.000	137
Standard Error of Predicted Value	.156	.592	.275	.102	137
Adjusted Predicted Value	8.86	23.10	19.85	3.411	137
Residual	-4.254	5.841	.000	1.696	137
Std. Residual	-2.480	3.406	.000	.989	137
Stud. Residual	-2.569	3.521	.000	1.008	137
Deleted Residual	-4.564	6.244	.001	1.763	137
Stud. Deleted Residual	-2.625	3.684	.001	1.018	137
Mahal. Distance	.138	15.229	2.978	3.188	137
Cook's Distance	.000	.214	.010	.025	137
Centered Leverage Value	.001	.112	.022	.023	137

a. Dependent Variable: Y

Charts





DATASET CLOSE DataSet3.

FACTOR

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Factor Analysis

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KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.971
Bartlett's Test of Sphericity	Approx. Chi-Square	2113.489

	df	190
	Sig.	.000

Communalities

	Initial	Extraction
CUL1	1.000	.654
CUL2	1.000	.575
CUL3	1.000	.724
CUL4	1.000	.657
CUL5	1.000	.601
OJ1	1.000	.638
OJ2	1.000	.648
OJ3	1.000	.645
OJ4	1.000	.617
OJ5	1.000	.716
KS1	1.000	.607
KS2	1.000	.680
KS3	1.000	.645
KS4	1.000	.579
KS5	1.000	.594
EP1	1.000	.577
EP2	1.000	.492
EP3	1.000	.649
EP4	1.000	.621
EP5	1.000	.446

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.364	61.821	61.821	12.364	61.821	61.821
2	.810	4.049	65.870			
3	.641	3.205	69.075			
4	.611	3.055	72.131			

5	.558	2.789	74.920			
6	.528	2.639	77.559			
7	.502	2.510	80.069			
8	.461	2.305	82.374			
9	.439	2.196	84.570			
10	.399	1.995	86.565			
11	.382	1.911	88.476			
12	.348	1.738	90.213			
13	.305	1.523	91.737			
14	.287	1.437	93.173			
15	.275	1.374	94.547			
16	.250	1.249	95.796			
17	.234	1.170	96.966			
18	.217	1.085	98.051			
19	.204	1.018	99.069			
20	.186	.931	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component 1
CUL1	.808
CUL2	.758
CUL3	.851
CUL4	.810
CUL5	.775
OJ1	.799
OJ2	.805
OJ3	.803
OJ4	.786
OJ5	.846
KS1	.779
KS2	.825
KS3	.803
KS4	.761
KS5	.771

EP1	.760
EP2	.701
EP3	.806
EP4	.788
EP5	.668

Extraction Method: Principal

Component Analysis.

a. 1 components extracted.

RELIABILITY

/VARIABLES=CUL1 CUL2 CUL3 CUL4 CUL5

/SCALE('ALL VARIABLES') ALL

/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE SCALE HOTELLING

/SUMMARY=TOTAL.

Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY /VARIABLES=CUL1 CUL2 CUL3 CUL4 CUL5 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE HOTELLING /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.00

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded ^a	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.896	.898	5

Item Statistics

	Mean	Std. Deviation	N
CUL1	3.96	.943	137
CUL2	4.09	1.128	137

CUL3	4.21	1.094	137
CUL4	3.92	.978	137
CUL5	3.96	.930	137

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CUL1	16.18	12.337	.764	.591	.869
CUL2	16.05	11.446	.729	.540	.878
CUL3	15.93	11.406	.768	.605	.868
CUL4	16.22	12.202	.750	.566	.872
CUL5	16.18	12.636	.723	.527	.878

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.14	18.282	4.276	5

Hotelling's T-Squared Test

Hotelling's T- Squared	F	df1	df2	Sig
22.311	5.455	4	133	.000

RELIABILITY

```

/VARIABLES=OJ1 OJ2 OJ3 OJ4 OJ5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE HOTELLING
/SUMMARY=TOTAL.

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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	RELIABILITY /VARIABLES= OJ1 OJ2 OJ3 OJ4 OJ5 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE HOTELLING /SUMMARY=TOTAL.	
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0

Excluded ^a	0	.0
Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.905	5

Item Statistics

	Mean	Std. Deviation	N
OJ1	4.18	1.126	137
OJ2	4.04	.927	137
OJ3	3.94	.945	137
OJ4	4.01	1.105	137
OJ5	3.97	.947	137

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
OJ1	15.96	11.388	.766	.594	.880
OJ2	16.11	12.495	.782	.616	.877
OJ3	16.20	12.473	.766	.593	.880
OJ4	16.13	11.615	.749	.569	.884
OJ5	16.18	12.601	.741	.552	.885

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.15	18.479	4.299	5

Hotelling's T-Squared Test

Hotelling's T-Squared	F	df1	df2	Sig
13.330	3.259	4	133	.014

RELIABILITY

```
/VARIABLES=KS1 KS2 KS3 KS4 KS5  
/SCALE('ALL VARIABLES') ALL  
/MODEL=ALPHA  
/STATISTICS=DESCRIPTIVE SCALE HOTELLING  
/SUMMARY=TOTAL.
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Reliability

Notes

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Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.

Syntax		RELIABILITY /VARIABLES=KS1 KS2 KS3 KS4 KS5 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE HOTELLING /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	137	100.0
	Excluded ^a	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.875	5

Item Statistics

	Mean	Std. Deviation	N
KS1	3.82	.946	137
KS2	3.95	.910	137

KS3	3.93	.933	137
KS4	4.12	1.160	137
KS5	3.93	.888	137

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
KS1	15.93	10.474	.692	.498	.845
KS2	15.81	10.361	.755	.571	.831
KS3	15.82	10.381	.725	.543	.838
KS4	15.64	9.366	.690	.486	.852
KS5	15.83	10.979	.653	.432	.855

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.76	15.611	3.951	5

Hotelling's T-Squared Test

Hotelling's T- Squared	F	df1	df2	Sig
12.309	3.009	4	133	.021

RELIABILITY

```

/VARIABLES=EP1 EP2 EP3 EP4 EP5
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=DESCRIPTIVE SCALE HOTELLING
/SUMMARY=TOTAL.

```

Reliability

Notes

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	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	RELIABILITY /VARIABLES=EP1 EP2 EP3 EP4 EP5 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /STATISTICS=DESCRIPTIVE SCALE HOTELLING /SUMMARY=TOTAL.	
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.00

Scale: ALL VARIABLES

Case Processing Summary

	N	%
--	---	---

Cases	Valid	137	100.0
	Excluded ^a	0	.0
	Total	137	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on	
	Standardized Items	N of Items
.852	.856	5

Item Statistics

	Mean	Std. Deviation	N
EP1	4.00	.939	137
EP2	3.93	.909	137
EP3	3.94	.938	137
EP4	3.92	.892	137
EP5	4.05	1.114	137

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EP1	15.85	9.851	.643	.446	.827
EP2	15.91	9.963	.651	.436	.825
EP3	15.91	9.366	.746	.578	.800
EP4	15.93	9.818	.701	.499	.814
EP5	15.80	9.208	.604	.371	.843

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
19.85	14.528	3.812	5

Hotelling's T-Squared Test

Hotelling's T-Squared	F	df1	df2	Sig
3.300	.807	4	133	.523

GET

FILE='D:\Desktop\数据.sav'.

DATASET NAME DataSet1 WINDOW=FRONT.

FREQUENCIES VARIABLES=Gender Age Education Year Position

/STATISTICS=STDDEV MEAN

/ORDER=ANALYSIS.

Frequencies

Notes

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	N of Rows in Working Data File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.

Syntax		FREQUENCIES VARIABLES=Gender Age Education Year Position /STATISTICS=STDDEV MEAN /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.00

[DataSet1] D:\Desktop\数据.sav

Statistics

		Gender	Age	Education	Year	Position
N	Valid	137	137	137	137	137
	Missing	0	0	0	0	0
Mean		1.55	1.68	2.15	2.51	2.22
Std. Deviation		.499	.618	.794	.971	.880

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	61	44.5	44.5	44.5
	Female	76	55.5	55.5	100.0
Total		137	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Under 25 years old	55	40.1	40.1	40.1
	26-30 years old	71	51.8	51.8	92.0
	>31 years old	11	8.0	8.0	100.0
	Total	137	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior high school and below	34	24.8	24.8	24.8
	Bachelor	48	35.0	35.0	59.9
	Master degree or above	55	40.1	40.1	100.0
	Total	137	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operational position	30	21.9	21.9	21.9
	Sales position	58	42.3	42.3	64.2
	Customer service position	38	27.7	27.7	92.0
	Others	11	8.0	8.0	100.0
	Total	137	100.0	100.0	