

# 國立交通大學

管理科學系

碩士論文

業務人員幫助行為量表之修正與評量

A Refined Measure of the Salespeople  
Helping Behavior



研究生：江奕萱

指導教授：張家齊博士

中華民國九十八年八月

業務人員幫助行為量表之修正與評量

**A Refined Measure of the Salespeople Helping Behavior**

研究生：江奕萱

Student：Yi-Hsuan Chiang

指導教授：張家齊 博士

Advisor：Dr. Chia-Chi Chang

國立交通大學

管理科學系



Submitted to Department of Management Science

College of Management

National Chiao Tung University

In Partial Fulfillment of Requirements

For the Degree of

Master in Business Administration

August 2009

Hsin-Chu, Taiwan, Republic of China

中華民國九十八年八月

# 業務人員幫助行為量表之修正與評量

研究生：江奕萱

指導教授：張家齊 博士

國立交通大學管理科學系碩士班

## 中文摘要

「業務人員幫助行為」係指業務員提供職責以外的幫助行為給顧客，近年來的研究指出，業務人員幫助行為似乎對銷售績效有正向影響，但既有文獻中仍缺乏衡量業務人員幫助行為的衡量方式，以進行相關實證。本研究試圖發展出一個「業務人員幫助行為」量表，用以測量業務人員提供顧客的幫助行為程度。本研究分成兩個階段，其受測者為壽險業的業務人員，分別有190位及335位參與。研究結果顯示，本「業務人員幫助行為」量表共包含二十九個項目，以及五個層面：實質上的幫助、社交聯誼、送禮、情感支持和資訊分享。此量表有助於研究者測量業務人員幫助行為，也能幫助管理者知道如何增進銷售績效。

**關鍵字：**業務人員的幫助行為、量表建立、職責外協助、量化研究

# **A Refined Measure of the Salespeople Helping Behavior**

Student : Yi-Hsuan Chiang

Advisors : Dr. Chia-Chi Chang

Department of Management Science  
National Chiao Tung University

## **Abstract**

Salespeople helping behavior (SHB) is one of the extra-role behaviors that salespeople provide directed at their customer. In recent years, some previous researches have pointed out helpful behaviors directed at customers may be positively associated with sales performance, but few tools can measure SHB. This study developed a SHB scale for salesperson to assess the degree of salespeople helping behavior to customers. The study is divided into two stages: all respondents are salespeople from life insurance industry, with 190 and 335 respondents involve each of the stages. The result shows that an SHB scale with in 29 items of five dimensions: practical assistance, social interaction, gift giving, emotional support, and information sharing, could be reasonably constructed. This scale provides a useful instrument for researchers who hope to measure SHB and for portal managers who want to improve their sales performance.

**Key words:** salespeople helping behaviors, scale development, extra-role assistances, quantitative research

## 致謝辭

真的是千呼萬喚始出來，才有現在這本論文。要感謝的人實在是太多了，有太多人與我一同參與在研究的過程中。首先，一定要先來感謝我親愛的指導教授 張家齊老師啊!老師每個禮拜都要撥出一整天的時間與我咪聽，馬不停蹄的跟我討論量表的構面或是問項，就怕我來不及趕在 8 月底前畢業。這樣的辛苦誰人知啊!(泣~~)

當然，除了老師的幫忙以外，還有許多貴人的扶持，才能讓這個稍微像樣一點的論文誕生。感謝我親愛的室友—維怡的陪伴，總是熱心的提醒我許多論文該注意的事，也總是在我擔心論文無法順利完成的時候，給予我支持、安慰。更感謝佳誼學長跟淑慧學姊在我研究有問題的時候為我解惑，還要花時間在 skype 上與我討論研究，真的是謝謝你們的指教與耐心。而那些與我同一研究室的戰友們：惠敏、淑涵、依璇、小賴以及信堯學弟，你們也辛苦了，與你們一同嘻笑是碩二時期裡最歡樂的時光。尤其是惠敏與淑涵，總在每個星期三咪聽結束的時候，陪我在摩斯大吐一個禮拜以來的不快，願畢業後這個「三人會議」還可以再找機會進行。

接下來，我要感謝那些幫助我發問卷的人，特別是秀英阿姨、簡媽、愛華學姊、婉茜姐姐、書政、鈺凱、俊麟、國慶、淑涵、維怡、立峰。沒有你們幫忙發問卷或是介紹業務員給我認識，我的問卷真不知要何年何月何日才收的完呢!(若我漏述誰的名字請見諒，因為貴人實在太多，但小女子是很誠心的感謝你們)

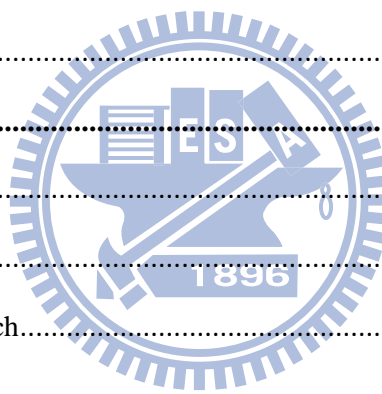
最後，我要感謝對我不離不棄的家人，不管在外面遇到什麼事，家人永遠為我提供一個最好的避風港，讓我可以毫無掛慮的專心寫論文。而我的另一群家人—11 們，雖然你們有些人在國外，但我知道你們給予我的愛從來都沒有少過。就算我因為論文生不出來的時候對你們任性、發脾氣，你們仍然接納。無論是我的優點或是缺點，你們真的都愛我，我感受到了!

論文、榮耀、權柄都是屬於祢的 阿門!!

## Contents

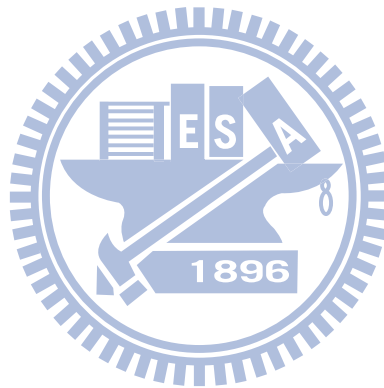
中文摘要.....	i
Abstract.....	ii
致謝辭.....	iii
Contents .....	iv
List of Tables.....	vi
List of Figures .....	vii
<b>Chapter 1 Introduction.....</b>	<b>1</b>
1.1 Research Motivation and Background .....	1
1.2 Research Objectives .....	2
1.3 Research Structure.....	2
<b>Chapter 2 Literature Review .....</b>	<b>4</b>
2.1 Helping Behavior versus SHB .....	4
2.2 Prosocial Organization Behavior (POB) versus SHB .....	6
2.3 Organizational Citizenship Behavior (OCB) versus SHB .....	8
2.4 Social Support versus SHB.....	10
2.5 A Possible Antecedents of SHB: Altruism .....	11
<b>Chapter 3 Research Methodology .....</b>	<b>13</b>
3.1 Steps in Developing a Scale to Measure SHB .....	13
3.2 Dimension Development .....	14
3.3 Item Development .....	16
3.4 Sample Selection.....	17
3.5 Item Refinement.....	20
3.6 Reliability Analysis .....	21

3.7 Validity Analysis.....	21
<b>Chapter 4 Data Analysis .....</b>	<b>23</b>
4.1 Item Selection .....	23
4.1.1 Exploratory Factor Analysis.....	23
4.1.2 Confirmatory factor analysis .....	29
4.2 Reliability Test.....	35
4.2.1 Individual Item Reliability .....	35
4.2.2 Composite Reliability (CR).....	35
4.3 Validity Test .....	35
4.3.1 Convergent Validity .....	35
4.3.2 Discriminant Validity .....	36
4.4 Test for Response Bias .....	36
<b>Chapter 5 Conclusions .....</b>	<b>38</b>
5.1 Results .....	38
5.2 Managerial Implications .....	38
5.3 Limitation of the Research.....	39
5.4 Future Research.....	40
<b>References .....</b>	<b>41</b>
<b>Appendix A Select Item by Experts.....</b>	<b>49</b>
<b>Appendix B Select Item by Experts .....</b>	<b>53</b>
<b>Appendix C Questionnaire for the First Survey .....</b>	<b>56</b>
<b>Appendix D Questionnaire for the Second Survey .....</b>	<b>58</b>



## List of Tables

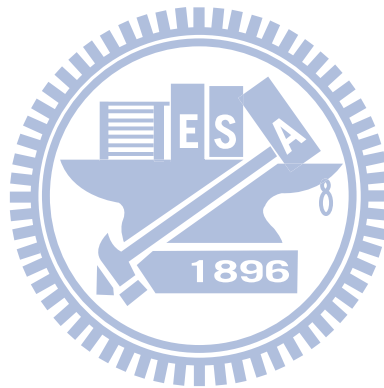
Table 3- 1: Frequency Table – First Survey .....	19
Table 3- 2: Frequency Table – Second Survey .....	20
Table 4- 1: KMO and Bartlett’s Test.....	25
Table 4- 2: Total Variance Explained .....	25
Table 4- 3: Exploratory Factor Analysis .....	26
Table 4- 4: Data Result of Confirmatory Factor Analysis .....	32
Table 4- 5: Indices of CFA .....	34
Table 4- 6: Correlations with SHB Scale .....	37





## List of Figures

Figure 1- 1: Research Flow .....	3
Figure 3- 1: Process for Developing the SHB Scale.....	14
Figure 3- 2: Process in Item Development.....	17
Figure 4- 1: Process in Selecting Items.....	23
Figure 4- 2: Process for Exploratory Factor Analysis.....	29
Figure 4- 3: Process for Confirmatory Factor Analysis .....	29
Figure 4- 4: The Correlation among Each Dimension.....	31



# Chapter 1 Introduction

## 1.1 Research Motivation and Background

More and more salespeople engage in extra-role behavior because people believe that the additional effort involved in extra-role or prosocial behaviors may indirectly or directly improve their work performance, thus increasing their rewards (Vroom and Deci 1974).

Extra-role behaviors are the behavior that cannot be prescribed or required in advance for a given job (Katz & Kahn 1966), e.g., helping coworkers with a job related problem; accepting orders without fuss; tolerating temporary impositions without complaint; and protecting and conserving organizational resources etc. (Bateman & Organ, 1983). Bettencourt and Brown (1997) claimed that extra-role behaviors are positively related to customer satisfaction. In addition, O'Reilly and Chatman (1986) suggested that there are two classes of dependent variables related to performance: (a) extra-role or prosocial behavior- are discretionary and not role prescribed (Brief & Motowidlo 1986; King & John 2005), and (b) in-role or job-prescribed behavior. Puffer (1987) also found prosocial behavior is associated with work performance.

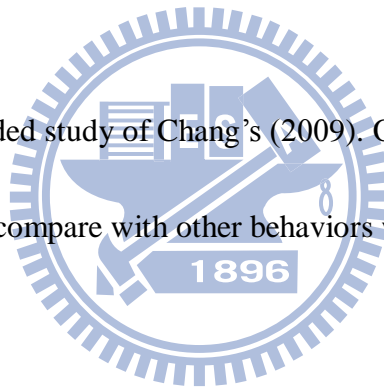
Salespeople' s extra-role behaviors are similar to prosocial organization behavior, organizational citizenship behavior and social support. Many researches considered that these

behaviors can promote salesperson performance directly or indirectly, but few studies indicated that the salespeople helping behavior (SHB) impact on performance. And few tools can measure SHB.

However, salespeople helping behavior (SHB) is one of the extra-role behaviors that salespeople provide directed at their customer by Chang's (2005) definition. This study tries to develop a scale to measure SHB.

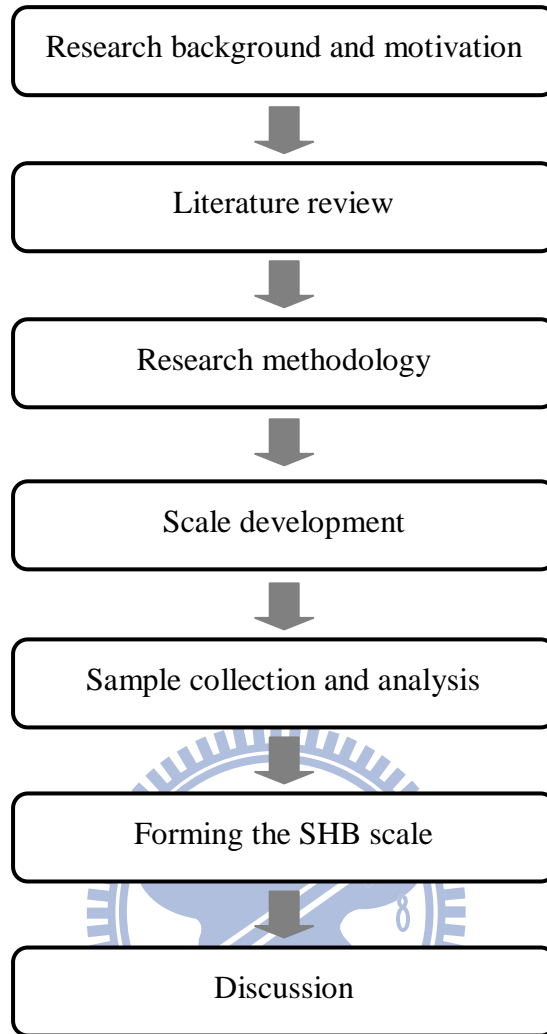
## **1.2 Research Objectives**

This study is an extended study of Chang's (2009). Our objective is to develop a scale to measuring SHB and then compare with other behaviors which are related with SHB.



## **1.3 Research Structure**

Based on Chang's study (2009), this research is structured in five chapters illustrated in Figure 1-1. Chapter 1 introduces background and motivation of this research. Chapter 2 shows the relationship between associated behaviors and SHB with reviewing literatures. Chapter 3 is the research methodology of developing an SHB scale. Furthermore, we tested its validity and reliability. Chapter 4 presents the results. Then, the results and implications will be discussed in Chapter 5.

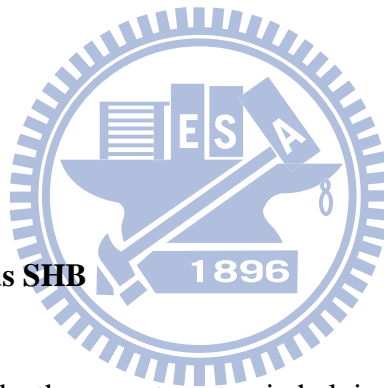


**Figure 1- 1: Research Flow**

## Chapter 2 Literature Review

Previous studies have identified various behaviors that might be connected to the concept of SHB which means a salesperson provides extra-role helps to customers, such as Helping Behavior, Organizational Citizenship Behavior (OCB), Prosocial Organization Behavior (POB), and Social Support. We explore why people engage in such behavior and how does it benefit organization or customers, and what factors influence SHB. Discuss these questions for next:

### 2.1 Helping Behavior versus SHB



In Gottlieb (1978) study, there are twenty-six helping behaviors organized into four dimensions of influence based on theoretical considerations: (a) Emotionally sustaining behaviors—the helper promotes emotionally supportive conditions for the helpee, (b) Problem solving behaviors—the helper provides helpee information or the helper personally intervenes in the problem situation, (c) Indirect personal influence—the helper provides available latent influence when the helpee needs it, (d) Environmental action—the helper intervenes in the environment to reduce source of stress.

Besides helping behaviors in social settings, other helping behaviors have been

identified in the marketing settings. Marketing helping behaviors act in the marketplace and benefit others in purchasing and consumption based on Price and her colleagues' (1995) definition. Market helpers can offset a lack of market information, police the market, protect vulnerable consumers, and contribute to the general welfare of consumers (Moorman and Price 1989; Higie, Feick, and Price 1987). Prior research found that marketing helping behaviors have four important features:

First, reliance on informal market assistance is pervasive. Research continually demonstrates that information and recommendations from other market buyers have a strong impact on consumer preferences and choices (Arndt 1967; King and Summers 1967). Price and Feick (1984) also suggested that people would be likely to get information and advice from unknown person.

Second, market helpers provide variously different kinds of market assistance, including structuring the decision problem, validating the consumer's decision process, evaluating product alternatives, and making the final product choice (Hartman and Kiecker 1991; Price and Feick 1984).

Third, evidence of the range of market helping behavior is largely anecdotal. For example, (1) "*purchased or picked up something in town for a friend or family member who was not able to pick it up him/herself*" (Amato 1985, p. 239) and (2) "*picked up things at store*" (Kahana and Midlarsky 1983, p. 13).

Fourth, there is few evidence shows why people provide market assistance. Some studies explore motivations for only one type of market assistance—sharing information (Bloch 1986; Curren and Folkes 1987; Dichter 1966; Richins 1983).

*Market mavens* have been defined as “*who have information about many kinds of products, places to shop, and other facets of markets, and who initiate discussions with consumers and respond to requests from consumers for market information,*” (Feick and Price 1987, p. 85). Research demonstrates that consumers rely on market mavens for information and that mavens provide market information across a range of topics (Feick and Price 1987; Higie, Price, and Feick 1987; Slama and Williams 1990). Thus, preliminary evidence suggests that “Market mavens” act as market helpers.

As mentioned above, marketing helping behaviors are analogous to SHB which is performed toward customers by salespeople.

## **2.2 Prosocial Organization Behavior (POB) versus SHB**

Worthy (1986) suggested that prosocial behavior represented extra-effort and conscientiousness at work. People believe that the additional effort involved in extra-role or prosocial behaviors may indirectly or directly improve their work performance, which may also increase their rewards (Vroom and Deci 1974). Also, Bettencourt & Brown (1997) declared that prosocial organization behavior (POB) is the helpful behaviors of employees

point toward the organization or other individuals. Three types of POB are assumed to be beneficial to the firm: (a) Extra-role customer service—employees go “out of the way” or “beyond the call” for customers, (b) Role-prescribed customer service—expected employee behaviors in serving the firm’s customers, and (c) Cooperation—employees give helpful behaviors to other members of their workgroup (Organ 1988a; Puffer 1987; Bettencourt & Brown 1997).

Base on previous researches, POB can entail increasing job performance and brings some functional consequences, such as improving organizational efficiency, increasing job satisfaction and so on. But, what factors result in POB? Studies have generally discovered a positive relationship between job satisfaction and extra-role prosocial behavior (Bateman & Organ 1983; Farh, Podsakoff, & Organ 1990; Motowidlo 1984; Scholl, Cooper, & Mckenna 1987; Smith, Organ, & Near 1983; Puffer 1987). However, Cohen & Cohen (1983) suggested that the relationship between these two is spurious because Bettencourt and Brown (1997) demonstrated that “*workplace fairness perceptions are positively related to contact employee extra-role customer service and job satisfaction,*” (p. 50).

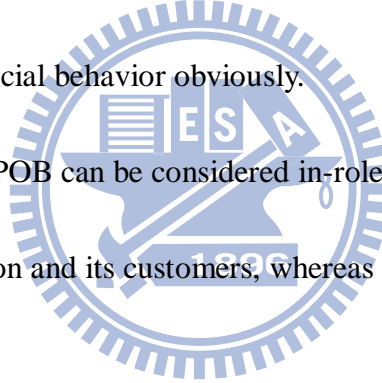
There are two distinct conceptual bases which declare such behavior would be influenced by job satisfaction: (1) social exchange theory—Blau (1964) predicted that people seek to reciprocate those who benefit them. Employees, who aware that the organization pays attention to their benefits, will not only have greater job satisfaction, but also act to return the



favor by executing more prosocial behaviors; (2) individuals are more likely to go acting prosocial behavior when they are in positive mood (Berkowitz 1972). Thus, someone at least partially seize positive mood with job satisfaction, it will be more likely to exhibit prosocial acts (Puffer 1987; Smith, Organ & Near 1983).

In addition, Mcneely and Megline (1994) contended that two dispositional variables: the value of concern for others and empathy, and two situational variables: reward equity and recognition for desirable behavior, can positively influence POB. Further, Baruch, Sandler and Ramsay (2004) study revealed that both need for achievement and organizational commitment can bring prosocial behavior obviously.

As mentioned above, POB can be considered in-role or extra-role behavior and its objectives are the organization and its customers, whereas SHB is extra-role behavior and toward customers only.



### **2.3 Organizational Citizenship Behavior (OCB) versus SHB**

OCB is similar to POB, and they take aim at colleagues and organization.

Organizational citizenship behaviors (OCBs) were defined as a salespeople's discretionary and extra-role behavior that sales managers take OCB into account when evaluating a salesperson's overall performance (Organ 1988a, b; MacKenzie, Podsakoff and Fetter 1993)

On the other hand, POB include not only extra-role behavior but also in-role behaviors. Organ

(1988a) also proposed that OCB may induce the function of organization to be more effective, without influencing a salesperson's true sales productivity necessarily. He identified five categories of OCB: (1) Altruism—the discretionary behavior of personnel help coworker with an organizationally relevant task (e.g., helping new salespeople adapt to the new conditions voluntarily), (2) Courtesy— preventing work-related problem with others (e.g., *“touching base with the manufacturing plant before making a large sale final”*), (3) Sportsmanship—avoiding railing against slight matters, (4) Civic virtue—salesperson participates in, and is concerned about the life of company (e.g., recommending how organization can be improved), (5) Conscientiousness—delivering on one's duty beyond the minimum role requirements of the organization. And *“helping behavior is a composite of several types of citizenship behavior—altruism, courtesy, peacemaking, and cheerleading”* (Podsakoff & MacKenzie 1994, p.351). Though, both OCB and SHB are extra-role behaviors but the target of SHB is exclusively customers rather than coworker.

OCB is essential to an organization. People act OCBs such as helping associates to make deal so that they may increase customer satisfaction and also improve organization's long-term well-being (Netemeyer, Boles, McKee and McMurrian 1997). MacKenzie, Podsakoff and Fetter (1993) argued that OCB is more important than objective sales productivity when supervisors evaluate salespeople's performance. Yet, these behaviors can maintain and uplift both social and psychological context that supports task performance

(Organ 1997).

So, what managers can do to foster OCBs? Organ (1988a, b) cited several studies that job satisfaction can influence OCB, and Podsakoff, MacKenzie, Moorman and Fetter (1990) found that the more employees trusted their managers, the more OCB they may exhibit.

Consolidating job satisfaction and trust between salespeople and managers would be the key to increase OCB.

**Table 2- 1: Similarity vs. Difference**

Behavior	Categories	Executor	Target
POB	Extra-role/ In-role	Employee	Customer/ Coworker
OCB	Extra-role	Employee	Coworker
SHB	Extra-role	Salesperson	Customer

#### **2.4 Social Support versus SHB**

Social Support is another behavior similar to SHB. The term *social support* has been popularized to connote the various forms of aid and assistance supplied by family members, friends, neighbors, supervisor, management, coworkers, and others (Barrera, Sandler & Ramsay 1981; House and Wells 1978). Social support comprises different types or “modes” of help or assistance (e.g., comfort, advice, a loan, companionship, or assistance with a task). Here, we collect several modes of social support:

The House and Wells model (1978) positions social support types as (1) Listening, (2) Showing concern, (3) Giving aid, (4) Giving tangible assistance, (5) Giving advice, and (6)

Giving suggestions. Mitchell and Trickett (1980) suggest that four modes of support capture the major distinctions: (a) Emotional support, (b) Task-oriented assistance, (c) Communication of expectations, evaluations, and shared world view, and (d) Access to new and diverse information and social contacts. In Barrera's (1981) study, Barrera, Sandler and Ramsay suggest six social support modes: (a) Material aid (including financial), (b) Physical assistance, (c) Intimate interaction, (d) Guidance, (e) Feedback, and (f) Positive social interaction. Vaux et al. (1987) developed a five modes of support scale: (a) Emotional support, (b) Socializing, (c) Practical assistance, (d) Financial assistance, and (e) Advice/guidance.

In conclusion, we can see the dimensions of social support in each paper mentioned above are similar. No matter what kind aids or assistance be offered, they all are one kind of practical assistance. And the idea is mentioned in most of paper which indicated that emotional support and socializing are both one of dimension of social support. The dimensions of SHB are approximately similar to social support, but the scope of the former is more general than the latter.

## **2.5 A Possible Antecedents of SHB: Altruism**

Cialdini et al. argued that adult altruism is a type of hedonism (Cialdini & Kenrick, 1976; Kenrick, Baumann, & Cialdini, 1979). Cialdini (1973) also emphasized that altruism and self-gratification have the equivalent function. Therefore, individuals often devote to

charity as to provide themselves with reward. And altruism is one of the antecedents of marketing behavior which we mentioned in 2.1 (Price 1995).

Some scholars pointed out empathy can cause altruism (Batson, O'Quin, Fultz, Vanderplas, & Isen 1983; Baumann, Cialdini, & Kenrick 1981; Cialdini, Schaller, Houlihan, Arps and Fultz 1987). In Hoffman's (1981) study, he defined that empathy is considered as a vicarious affection to others. Empathy is not only functioning as a situational characteristic, but also depends on a person's general altruistic orientation (Boston 1991). Furthermore, empathy has been shown to have a significant effect on helping behavior (Boston, Baston, Griffitt, Barrientos, Brandt, Sprengelmeyer and Bayly 1989; Rosenhan, Salovey, & Hargis 1981).

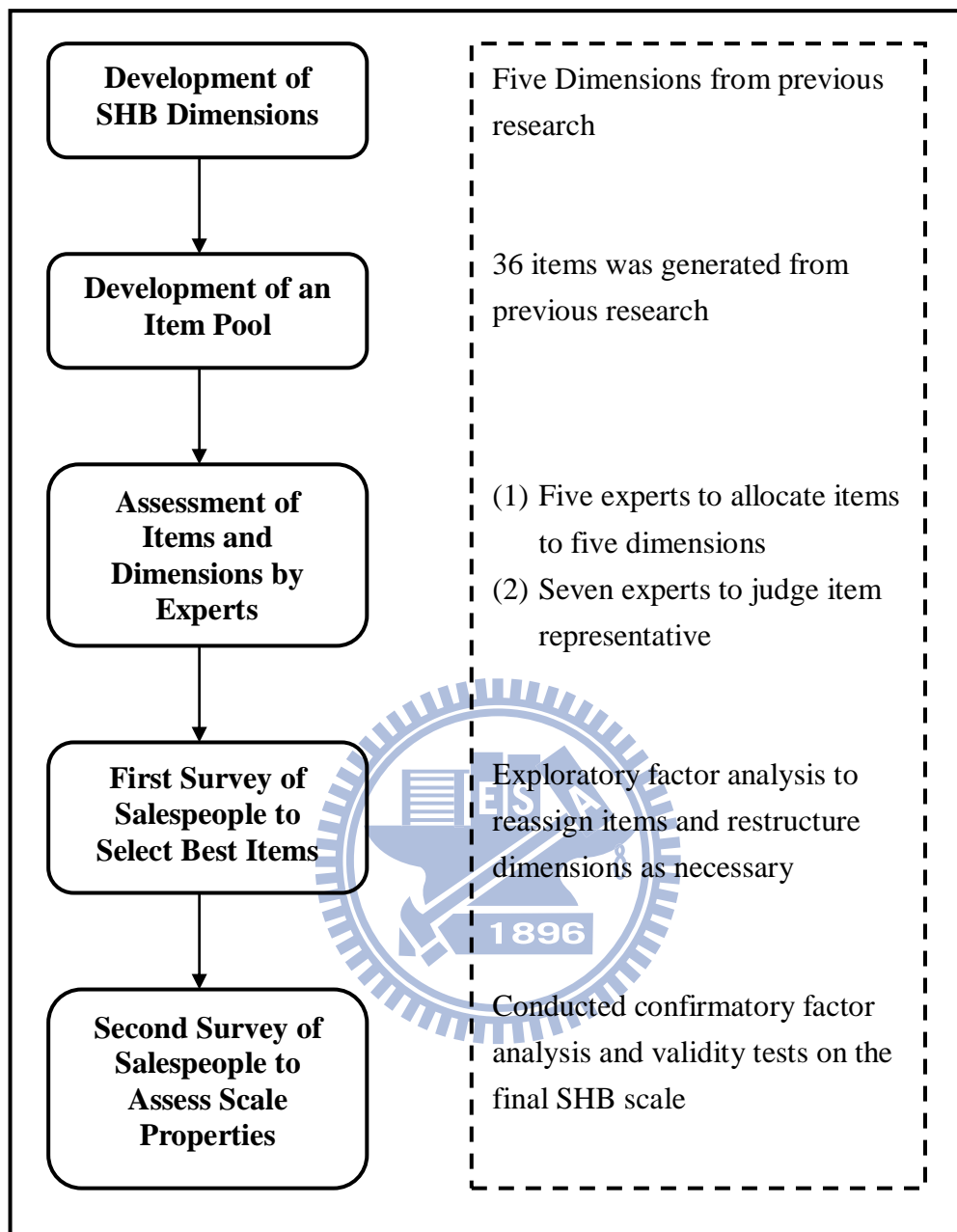
Another antecedent of altruism is the norm of reciprocity (Gouldner 1960). Gouldner suggests that a norm of reciprocity, in its universal form, makes two interrelated, minimal demands: (1) people should help those who have helped them, and (2) people should not injure those who have helped them. For this reason, people are likely to return good deeds, when they are requested by the receiver or given voluntarily by the giver. The relationship between salespeople and customers could be solved based on this rule. Thus, salespeople may anticipate having a successful transaction or good relationship after offering good deeds for customers. Consequently, salespeople may tend to provide the extra-role assistance to customers.

## Chapter 3 Research Methodology

This chapter demonstrates how research was designed and conducted, including item development, item selection, sampling and measurement. This study employed a qualitative inductive research approach that was suggested for several studies (Churchill 1979; Saxe & Weitz 1982; Parasuraman, Zeithaml and Berry 1988; Hinkin 1998; Tian and Bearden 2001; Parasuraman, Valarie and Arvind 2005; Yang and Cai 2005; Chi, Chen, Yang, Cheng and Tsai 2008).

### 3.1 Steps in Developing a Scale to Measure SHB

The procedure is used to develop a measure of SHB, illustrated in Figure 3-1, largely follows the guidelines recommended by Saxe & Weitz (1982), Tian and Bearden (2001), and Chi, Chen, Yang, Cheng and Tsai (2008).



**Figure 3- 1: Process for Developing the SHB Scale**

### 3.2 Dimension Development

With reference to the context of interviews used in earlier research (Cheng 2007), SHB can be divided into eight dimensions: (1) Assistances of insurance-unrelated specialties —

salespeople help customers to solve specific and job-unrelated problems by their professional skills, (2) Insurance-related services — salespeople not just promote the goods, but also offer the service to ensure that customers buy the suitable insurance, (3) Gift giving — most of salespeople show consideration for customers by giving presents, (4) Social activities — the way to connect with customers, (5) Information sharing — share daily information or special topic information to customers, (6) Emotional support — provide comfort for customers when they meet problems, (7) Networking assistance — salespeople introduce suitable persons who they know to meet customers' need, and (8) Others — errands running or other trivial helping which not belong to all of the above. In addition, the SHB scale which was developed 18 items by Chang (2009) simplified into four dimensions: Assistance of specialty, Gift giving & Personal visit, Social activities, and Emotional support.

The insurance salespeople have to frequently contact with customers and they provide much diverse assistance to customers. Therefore, some general behaviors which are often taken by salespeople are not in Chang's (2009) study. Base on these previous literatures and our interview, we come up with five dimensions. They are (1) Practical assistance, (2) Social interaction, (3) Gift giving, (4) Emotional support and (5) Information sharing.

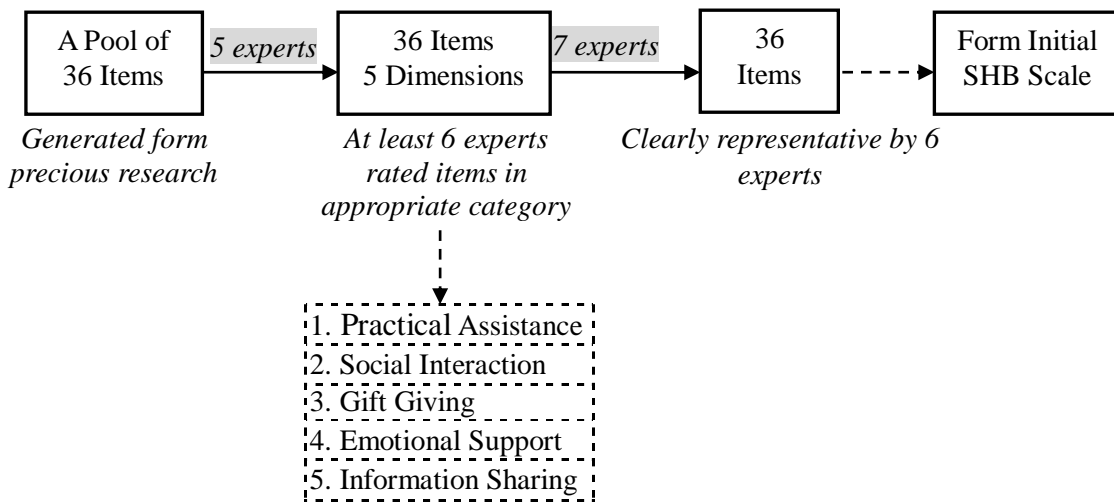


### 3.3 Item Development

The authors developed 36 items by modifying the initial 50 items which were generated as in the research of Chang (2009) and the selecting process followed Tian and Bearden (2001) and Chi, Chen, Yang, Cheng & Tsai (2008). We attempt to develop general items to embrace all of the ordinary salespeople helping behaviors.

First, five experts who have worked in the life insurance industry over seven years had to allocate each item to one of the five dimensions. After eliminating items that did not be classified into any appropriate category by over three experts, 36 items all remained.

Second, other seven experts who have worked in the life insurance industry over seven years were asked to evaluate each remaining items as clear representative, somewhat representative, or no representative of the dimension. In Saxe & Weite (1982) study, they suggested that all retained items are rated “clearly representative” by at least 50% of the judges (More than three experts evaluated as “clearly representative”). In this step, no item was deleted. These items were sent to an expedience sample of salespeople. And the salespeople were asked to indicate the degree of their customers with whom they acted in the job-unrelated manner described in an item, using a seven-point Likert-type response scale anchored by “very high” to “very low.” Figure 3-2 illustrates the process in item development.



**Figure 3- 2: Process in Item Development**

### 3.4 Sample Selection

It was necessary to collect two sets of samples in the process of developing the scale.

*First survey of salespeople.* The life insurance salespeople were chosen for his/her highly interaction with customers, and they may have more SHB than others industry during the service delivery processes. An exploratory factor analysis was run to reassign items and restructure dimensions in this survey. The first sample consisted of 200 people in 18 firms, of whom 190 were usable (85 males and 105 females); 66.85% were less than 40 years of age; more than 57% of the respondents had an income of NT\$500,000-2,000,000 p.a.; 25.79% had more than 10 years working experiences as an insurance salesperson; 31.05% had been in the present company for more than 6 years, and 60% of the salespeople had commission to annual income ratio of more than 50% (see Table 3-1).

*Second survey of salespeople.* In the second survey, a confirmatory factor analysis was run to construct the finale SHB scale. The second sample consisted of 350 salespeople, and 335 of the respondents were usable (138 males and 197 females). 72.84 % were less than 40 years of age; over 53% of the respondents had an income of NT\$500,000-2,000,000 p.a.; 21.79% had more than 10 years working experiences as an insurance salesperson; 27.46% had been in the present company for more than 6 years, and 56.41% of the salespeople had commission to annual income ratio of more than 50% (see Table 3-2).



**Table 3- 1: Frequency Table – First Survey**

<b>Demographics</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Sex</b>	Male	85	44.74
	Female	105	55.26
<b>Age</b>	≤ 30	85	44.74
	31-40	42	22.11
	41-50	34	17.89
	≥ 51	29	15.26
<b>Education</b>	High School	37	19.47
	Bachelor	140	73.68
	Master and above	9	4.74
<b>Overall Working Experiences</b>	≤ 10	108	56.84
	11-20	56	29.47
	≥ 21	26	13.68
<b>Working Experiences in Insurance Industry</b>	≤ 10	141	74.21
	11-20	43	22.63
	≥ 21	6	3.16
<b>Working Years in the Present Company</b>	≤ 6	131	68.95
	7-15	37	19.47
	≥ 16	22	11.58
<b>Income Per Year</b>	≤ 500,000	68	35.79
	500,001-1,000,000	77	40.51
	1,000,001-2,000,000	32	16.84
	≥ 2,000,001	13	6.84
<b>Commission Rate (over salary)</b>	≤ 50%	76	40.00
	51-80%	43	22.63
	≥ 81%	71	37.37

**Table 3- 2: Frequency Table – Second Survey**

<b>Demographics</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Sex</b>	Male	138	41.19
	Female	197	58.81
<b>Age</b>	≤ 30	163	48.66
	31-40	81	24.18
	41-50	52	15.52
	≥ 51	39	11.64
<b>Education</b>	High School	78	23.28
	Bachelor	234	69.85
	Master and above	19	5.67
<b>Overall Working Experiences</b>	≤ 10	210	62.69
	11-20	95	28.36
	≥ 21	30	8.96
<b>Working Experiences in Insurance Industry</b>	≤ 10	262	78.21
	11-20	61	18.21
	≥ 21	12	3.58
<b>Working Years in the Present Company</b>	≤ 6	243	75.54
	7-15	64	19.10
	≥ 16	28	8.36
<b>Income Per Year</b>	≤ 500,000	142	42.39
	500,001-1,000,000	118	35.22
	1,000,001-2,000,000	60	17.91
	≥ 2,000,001	15	4.48
<b>Commission Rate (over salary)</b>	≤ 50%	141	42.09
	51-80%	78	23.28
	≥ 81%	111	33.13

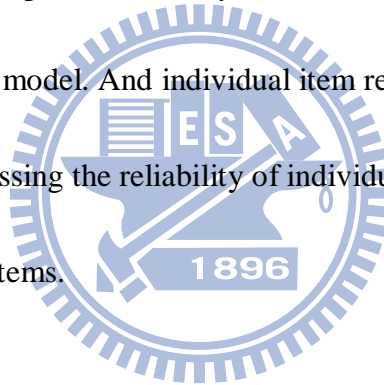
### 3.5 Item Refinement

Using data obtained the sample of the life insurance salespeople, items with a loading value below 0.5 on any factor, or high cross-loadings on two or more factors, could be

eliminated through the exploratory factor analysis of the first survey. In order to build a strict factor structure, the second survey was used to conduct a confirmatory factor analysis, followed by deleting items with loadings of less than 0.7. This process would form the final SHB scale.

### **3.6 Reliability Analysis**

Internal consistency reliability is used to analyze whether the context was homogeneous, stable and consistent. The composite reliability was estimated to evaluate the internal consistency of measurement model. And individual item reliability is the square of factor loading. The purpose of assessing the reliability of individual items might determine how well respondents understand the items.



### **3.7 Validity Analysis**

Several validity testing steps were taken to ensure the completeness of SHB scale.

Firstly, to check the possibility of social desirability bias, the respondents in the second survey had to complete the Marlowe-Crowne Social Desirability scale (Marlowe & Crowne 1960). The reliability of Marlowe-Crowne Social Desirability scale was well demonstrated by Ray (1984).

Secondly, discriminant validity was evaluated after the second survey to compare the

SHB scale with the Selling Orientation-Customer Orientation (SOCO) Scale. We not only ask salespeople to appraise their performance on SHB but also SOCO. There were 80 respondents usable.

Saxe & Weitz (1982) pointed that customer-oriented selling is the way that salespeople try to help their customers to make purchase decisions and customers' needs would be satisfied. Highly customer-oriented salespeople engage in behaviors aimed at increasing long-term customer satisfaction. On contrary, according to the selling concept, salespeople try to stimulate the demands of products instead of producing products in response to customer needs (Saxe & Weitz 1982). Both SHB and SOCO scales are based on similar concepts: salespeople trying to help their customers so as to increase customer satisfaction. However, SOCO focuses on salespeople's in-role behaviors that offer suitable services or products to customers by using their professional knowledge, while SHB focuses on salespeople's extra-role behaviors that try to meet customers' needs. We expect that the correlation between SHB and SOCO would not be too high or too low because of their similarities and differences. If the correlation goes too high, it means that the SHB scale was too similar to the SOCO Scale, and would lose the value of this new scale. On the opposite, if the correlation goes too low, it implies that these two scales lack any similarity.

## Chapter 4 Data Analysis

### 4.1 Item Selection

The overall process in selecting items is shown in Figure 4-1, with the steps that have to be carried out in order to form the final SHB scale.

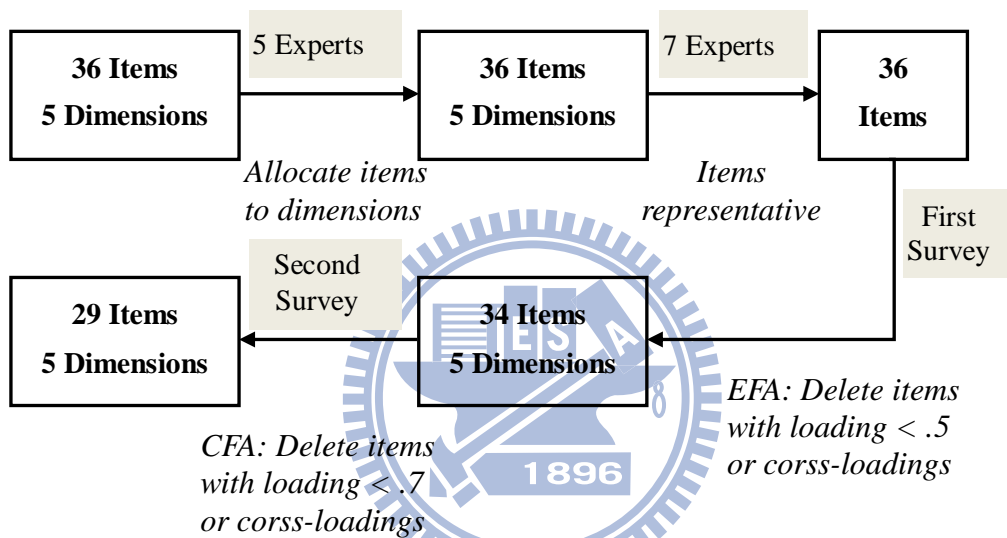


Figure 4- 1: Process in Selecting Items

#### 4.1.1 Exploratory Factor Analysis

Before practicing exploratory factor analysis, we have to assess the suitability of factor analysis. A Kaiser-Meyer-Olkin in measure of sampling adequacy (KMO) index less 0.5 indicates the correlation matrix is not suitable for factor analysis (Kaiser 1974). In our sample, the KMO was 0.921 which greater than 0.5. This suggests that the data are adequate for factor analysis (see Table 4-1). In addition, Bartlett's test of sphericity exams whether the correlation



matrix is an identity one, and the result would also indicate the factor model is inappropriate.

If Bartlett's test of sphericity is significant, it concludes that the strength of the relationship among variables is strong. It is a good idea to proceed a factor analysis for the data (Tobias & Carlson 1969). In our sample, the observed significance level is 0.0000.

To identify the major dimensions of SHB, we conducted a principal component factor analysis with a varimax rotation of the first sample. The initial factor analysis extracted five factors and then we eliminated items that did not load strongly on any factor (values below 0.5) or had cross-loadings. Therefore, a total of 2 items were deleted after three iterations. The remaining 34 items were again factor analyzed. Each item was found to load strongly on only one factor. Five factors were generated; they accounted for 68.51% of the variance. They were labeled as follows (see Table 4-2 and Table 4-3):

(1) Practical Assistance: A salesperson uses his own professional or skills to solve customers' problems. This factor had 9 scale items and it explained the largest portion (16.01%) of the total variance.

(2) Social Interaction: Through the interaction in some occasions, a salesperson improves his/her relationship with customers. The second factor explained 15.54% of the variance.

(3) Gift Giving: A salesperson shows concern for customers or family members of customers by sending gift. The third factor demonstrated 14.05% of the variance.

(4) Emotional Support: Defined and functioned as an interaction which made customers feel better when they are upset or under pressure. The fourth factor accounted for 11.49% of the variance.

(5) Information Sharing: A salesperson voluntarily provides information which meets customers' needs. The final factor represented 11.41% of the variance.

**Table 4- 1: KMO and Bartlett's Test**

Kaiser-Meyer-Olk in Measure of Sampling Adequacy.		0.921
Bartlett's test of sphericity	Approx. Chi-square	5404.946
	df	561
	Sig.	.000

**Table 4- 2: Total Variance Explained**

Dimensions	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
Practical Assistance	5.445	16.014	16.014
Social Interaction	5.285	15.544	31.558
Gift Giving	4.778	14.052	45.610
Information Sharing	3.907	11.491	57.101
Emotional Support	3.878	11.406	68.507

**Table 4- 3: Exploratory Factor Analysis**

Item Number	Code Name	Dimensions and Items	Factor				
			1	2	3	4	5
01	PA1	I would strive for customers' benefits, even if it would cause conflict of company interests.*	.723				
02	PA2	I would strive for customers' benefits, even if it would cause conflict of my interests.*	.666				
03	PA3	I would assist customers to solve their problems, even though it is not my duty.	.541				
04	PA4	I would provide assistance to solve customers' job problems, even though it is not my duty.	.631				
05	PA5	I would try my best to let customers have more and more extra benefits (e.g., strive for reasonable compensation).*	.595				
06	PA6	If a customer who is not my client meets the problem, I would also assist him.	.680				
07	PA7	After I solve customers' problem, they would obtain results which are higher than their expectation.	.644				
08	PA8	I would provide assistance when customers meet emergency, even though that is not my responsibility.	.736				
09	PA9	I would deal with a customer's emergency as soon as possible if he/she cannot handle it immediately.	.576				
10	SI1	When I am off the clock, I would strengthen my relationship with customers by contacting with them.		.633			
11	SI2	When I am off the clock, I would hold activities to strengthen my relationship with customers.*		.810			

**Table 4-3: Continued**

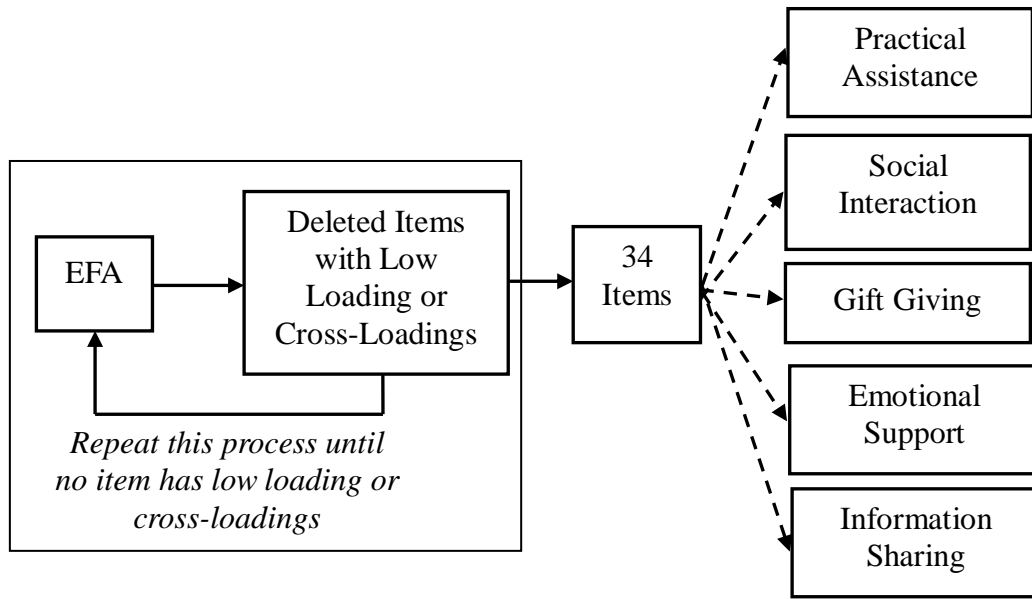
Item Number	Code Name	Dimensions and Items	Factor					
			1	2	3	4	5	
12	SI3	I would help customers to get in touch with each other if they have demands.*		.586				
13	SI4	I visit customers ordinarily.		.693				
14	SI5	I would keep good relationship with customers' families and friends.		.692				
15	SI6	I would call customers caring their lives.		.634				
16	GG1	I would visit customers with gifts at their special day (e.g., customers' birthday, Christmas, wedding or funeral etc.).				.810		
17	GG2	I would visit customer's families who are sick in the hospital with gifts.				.756		
18	GG3	I would buy customers presents ordinarily.				.816		
19	GG4	When I go out of town, I would bring some souvenirs for customers.				.610		
20	GG5	I would bring customers some presents while visiting them.				.768		
21	ES1	I would encourage customers when they have difficulties.					.742	
22	ES2	I would accompany customers who have trouble.					.686	
23	ES3	When customers are depressed, I would support them as a friend.					.784	
24	ES4	I would try to cheer customers up when they are depressed.					.762	
25	ES5	I would comfort customers if they are upset.					.759	
26	ES6	I would be a good listener if customers need to reveal their feelings.					.676	
27	ES7	I would show customers that I understand how they feel.					.703	
28	IS1	I would share daily information with my customers.						.601
29	IS2	I would provide customers information that they need, even it is not my duty.						.741

**Table 4-3: Continued**

Item Number	Code Name	Dimensions and Items	Factor					
			1	2	3	4	5	
30	IS3	I would provide customers information about anything I knew (e.g. how to apply a job, travel tips), even though it is not my duty.						.790
31	IS4	I would provide information which fits customers' interests.						.676
32	IS5	I would provide customers information when they have problems I have experienced with, even it is not my duty (e.g., children education problems).						.859
33	IS6	I would provide customers accessible plans, even it is not a part of my job.						.676
34	IS7	I would tell customers where they could have assistance with.						.773

Note: Extraction method: principal component analysis. Rotation method: Varimax with Kaiser normalization. (\*) Items were deleted in the final scale.

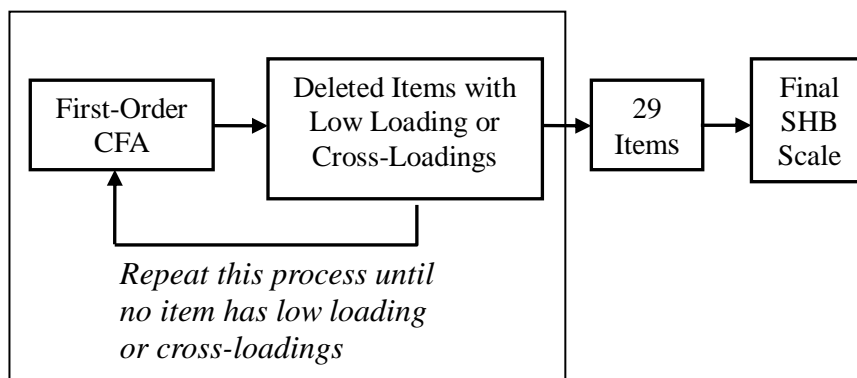
Figure 4-2 illustrated the process for exploratory factor analysis (EFA):



**Figure 4- 2: Process for Exploratory Factor Analysis**

#### 4.1.2 Confirmatory factor analysis

In order to test the factor structure more rigorously, we conducted confirmatory factor analysis by using the second sample; the overall process is shown in Figure 4-3.



**Figure 4- 3: Process for Confirmatory Factor Analysis**

The first-order measurement model showed a reasonable model fit, with a ratio of Chi-square to degree of freedom of 2.44, GFI of 0.81, NFI of 0.97, NNFI of 0.98, CFI of 0.98, RFI of 0.97, and RMSEA of 0.070 (see Table 4-5). Hu and Bentler (1999) suggested that the GFI and the AGFI exceed 0.9 means that the model has a good fit. However, some researcher considered that it is kind of conservative if 0.9 is the benchmark (Bagozzi and Yi 1988). The goodness-of-fit statistics which are over and above 0.8 should be appropriate (Cuttance 1987). Thus, the measurement model has a good fit with the data, based on assessment criteria such as GFI, NFI, NNFI, CFI, RFI, and RMSEA.

Most of items loaded significantly and very highly (most  $> .70$ ) on the factor in the first-order confirmatory factor analysis except item 1, 2, 5, 11, and 12:

(1) I would strive for customers' benefits, even if it would cause conflict of company interests.

(2) I would strive for customers' benefits, even if it would cause conflict of my interests.

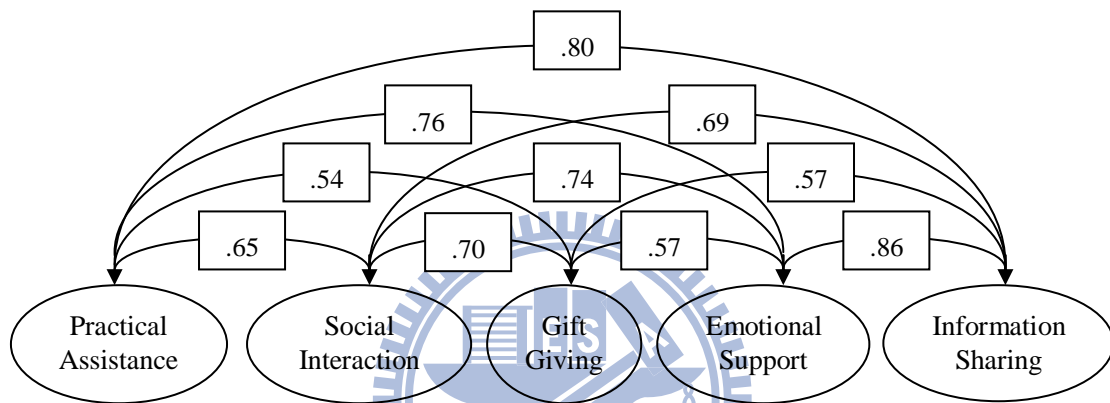
(5) I would try my best to let customers have more and more extra benefits (e.g., strive for reasonable compensation).

(11) When I am off the clock, I would hold activities to strengthen my relationship with customers.

(12) I would help customers to get in touch with each other if they have demands.

Accordingly, these 5 items were deleted and only 29 items remained (see Table 4-3).

The revised first-order measurement model showed an excellent model fit, with a ratio of Chi-square to degree of freedom of 2.22, GFI of 0.85, NFI of 0.98, NNFI of 0.99, CFI of 0.99, RFI of 0.98, and RMSEA of 0.064 (see Table 4-5). In addition, the correlations among each dimension were shown in Figure 4-4:



**Figure 4- 4: The Correlation among Each Dimension**



**Table 4- 4: Data Result of Confirmatory Factor Analysis**

<b>Dimension</b>	<b>Item Number</b>	<b>Code Name</b>	<b>Factor Loading</b>	<b>T-value</b>	<b>Disturbance</b>	<b>SMC</b>	<b>CR</b>	<b>AVE</b>
Practical Assistance	03	PA3	0.80	17.38.	0.35	0.64	<b>0.91</b>	<b>0.62</b>
	04	PA4	0.85	18.87	0.28	0.72		
	06	PA6	0.79	17.04	0.37	0.62		
	07	PA7	0.72	14.86	0.48	0.52		
	08	PA8	0.84	18.65	0.29	0.71		
	09	PA9	0.70	14.25	0.51	0.49		
Social Interaction	10	SI1	0.76	15.75	0.42	0.58	<b>0.87</b>	<b>0.63</b>
	13	SI4	0.84	18.45	0.29	0.71		
	14	SI5	0.79	16.68	0.38	0.62		
	15	SI6	0.77	15.99	0.41	0.59		
Gift Giving	16	GG1	0.82	17.89	0.33	0.67	<b>0.92</b>	<b>0.69</b>
	17	GG2	0.73	15.05	0.47	0.53		
	18	GG3	0.85	19.16	0.27	0.72		
	19	GG4	0.85	19.08	0.27	0.72		
	20	GG5	0.89	20.39	0.21	0.79		

Table 4-4: Continued

Dimension	Item Number	Code Name	Factor Loading	T-value	Disturbance	SMC	CR	AVE
Emotional Support	21	ES1	0.80	17.41	0.36	0.64	<b>0.94</b>	<b>0.69</b>
	22	ES2	0.79	17.01	0.38	0.62		
	23	ES3	0.90	21.26	0.18	0.81		
	24	ES4	0.85	19.36	0.27	0.72		
	25	ES5	0.89	20.85	0.20	0.79		
	26	ES6	0.87	19.96	0.24	0.76		
	27	ES7	0.71	14.81	0.49	0.50		
Information Sharing	28	IS1	0.81	17.70	0.35	0.66	<b>0.94</b>	<b>0.71</b>
	29	IS2	0.71	14.79	0.50	0.50		
	30	IS3	0.90	21.32	0.18	0.81		
	31	IS4	0.87	19.94	0.24	0.76		
	32	IS5	0.91	21.71	0.16	0.83		
	33	IS6	0.85	19.05	0.29	0.72		
	34	IS7	0.81	17.88	0.34	0.66		

CR= $(\sum \text{factor loading})^2 \div ((\sum \text{factor loading})^2 + (\sum \text{disturbance}))$ , AVE= $(\sum \text{SMC})/\text{the number of items}$

**Table 4- 5: Indices of CFA**

<b>Index</b>	<b>Suggested Standard</b>	<b>First-Order CFA</b>	<b>Revised First-Order CFA</b>
<b><math>\chi^2/df</math></b>	2-4	2.44	2.22
<b>GFI (Goodness of Fit Index)</b>	> 0.9	0.81	0.85
<b>AGFI (Adjusted Goodness of Fit Index)</b>	> 0.9	0.78	0.82
<b>NFI (Normed Fit Index)</b>	> 0.9	0.97	0.98
<b>NNFI (Non- Normed Fit Index)</b>	> 0.9	0.98	0.99
<b>CFI (Comparative Fit Index)</b>	> 0.9	0.98	0.99
<b>RFI (Relative Fit Index)</b>	> 0.9	0.97	0.98
<b>RMSEA (Root Mean Square Error of Approx.)</b>	< 0.05 well 0.05-0.08 mediate 0.08-0.10 mild	0.070	0.064

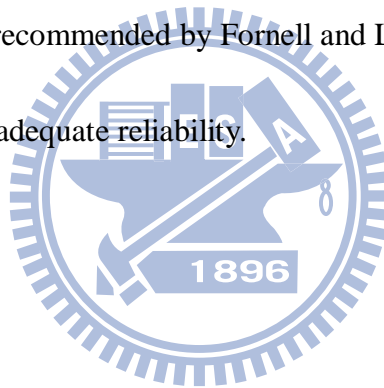
## **4.2 Reliability Test**

### **4.2.1 Individual Item Reliability**

As shown in Table 4-4, after the revised first-order measurement, all reliability of items are desirable because they all exceeded the level of 0.7.

### **4.2.2 Composite Reliability (CR)**

The composite reliability ranged from 0.87 to 0.94 (see Table 4-4). All were greater than the benchmark of 0.60 recommended by Fornell and Larcker (1981). This showed that all measures had strong and adequate reliability.



## **4.3 Validity Test**

### **4.3.1 Convergent Validity**

Average Variance Extracted (AVE) is used as measure of convergent validity. AVE was proposed by Fornell and Larker (1981) as a measure of the shared or common variance in a latent variable, and if AVE goes higher, the latent variable has higher reliability and convergent validity. As shown in Table 4-4, the average variance extracted for all measures also exceeded the benchmark of 0.50 recommended.

### 4.3.2 Discriminant Validity

Discriminant Validity presumes that one can empirically differentiate a construct from other constructs that may be similar, and can determine what is unrelated to the construct. As mentioned earlier, both of SHB and SOCO are customer oriented helping behaviors.

Salespeople devoting themselves to SHB or customer-orientation try to meet customer needs and increase customer satisfaction. SHB invests principally in extra-role behaviors, nevertheless, SOCO mainly focuses on in-role behaviors. Hence, we extrapolated that the correlation would be not high, although SHB scale would be significantly correlated with SOCO scale.

Using the second sample of 335 salespeople, SHB showed a moderate positive correlation with SOCO ( $r = 0.441, p < .001$ ) (see Table 4-6) which indicated the discriminant validity among these two scales.

### 4.4 Test for Response Bias

Moorman and Padsakoff (1992) declared that respondents are prone to create a particular impression, which is a kind of response bias. Because respondents answer questions according to what they think the most acceptable to society instead of what they really think, the bias may occur. To check the possibility of social desirability bias, the respondents also completed the Marlowe-Crowne Short-Form Social Desirability Scale (Edmund & Florence

2005). As a result, all correlations are small and insignificant, that is to say, the SHB items are not infected by a social desirability factor (see Table 4-6).

**Table 4- 6: Correlations with SHB Scale**

	<b>SOCO Scale</b>	<b>MC Social Desirability Response Scale</b>
<b>SHB Scale</b>	0.441**	0.012

\*\* . Correlation is significant at the 0.01 level



## Chapter 5 Conclusions

### 5.1 Results

A 29-item Salespeople Helping Behavior (SHB) was developed to measure salespeople's extra-role assistance for their customers. The five identified and verified dimensions—Practical Assistance, Social Interaction, Gift Giving, Emotional Support, and Information Sharing—had a significant impact on overall SHB. The reliability and validity of the measure were demonstrated. Cronbach alpha for overall SHB scale and each of five dimensions were .965, .903, .868, .915, .939, and .939 respectively. In short, SHB scale and each dimension showed excellent internal consistency. By testing discriminant validity, we perceive that salespeople helping behaviors and customer-orientation behaviors are similar concepts but with particular differences. The level of correlation was moderate ( $r = 0.441$ ,  $p < .001$ ) which connoted that salesperson who engage in high SHB are not consequentially highly customer-orientated.

### 5.2 Managerial Implications

More and more salespeople often engaged in SHB actively. According to Sergio and Salvador (2005), the role of ethical salesperson behavior is defined as a long-run salespersons'

conduct that enables them to gain at the satisfaction of the customer. And the perceived ethical behavior plays a major role on affecting the quality of the buyer-seller relationship. Therefore, it is important to assess SHB which is one kind of ethical salesperson behavior. However, SHB was hard to be observed and assessed directly. We tried to determine whether there was any instrument to measure salespeople helping behaviors with this research. A 29-item SHB scale was developed to quantify salespeople's extra-role assistance to their customers after a succession of processes. It can be a useful diagnostic tool for any organization. Sales managers not only can measure salespeople's helping behavior, but also can find a way to inspire salespeople to put more efforts on SHB by using the validated scale.



### **5.3 Limitation of the Research**

The study has its limitations. It must assess the content-related evidence of validity as developing a scale. Owing to the time limitation, we did not retrieve enough questionnaires. Moreover, another form of construct validity is nomological validity. We did not assay the nomological validity due to fewer SHB research to demonstrate the antecedence of SHB. The other main limitation was that our data were collected from a single industry, the life insurance industry. Generalization of our five-dimension scale still needs to be viewed with caution. The second limitation was that there were 190 usable samples in the first survey. For scale's stability, much more samples in the first survey would have been perfect.



## 5.4 Future Research

In this study, we only compared SHB with SOCO scale. For reinforcing the value of SHB, we attempt to take more helping behavior scale such as OCB, POB, and Social Support into account to distinguish them from SHB in the future. And we will try to find out whether salespeople's overall performance can be affected by SHB in future research, so that researchers can realize the importance of SHB.

Besides, researchers can explore what factors would affect SHB. Many studies have proposed that some factors affected extra-role behaviors. Netemeyer et al. (1997) suggested that fairness in a reward system is one of the influences on OCB. Mood also is a factor to influence helping behavior (Brief and Motowidlo 1960, Cialdini, Darby, Vincent 1973).

Finally, researchers can collect data from different industries for making this SHB scale generally applicable, and then they can extend the research by using this scale.

## References

- Arndt, Johan (1967). Role of Product-Related Conversations in the Diffusion of a New Product. *Journal of Marketing Research*, 4 (August), 29-95.
- Amato, Paul R. (1985). An Investigation of Planned Helping Behavior. *Journal of Research in Personality*, 19 (2), 232-52.
- Bagozzi R.P., Yi Y. (1988). On the evaluation of structural equation models. *Journal of Academy of Marketing Science*, 16, 74-94.
- Barrera, M. Jr., Sandler, I. N., Ramsay, T. B. (1981). Preliminary Development of a Scale of Social Support: Studies on College Students. *American Journal of Community Psychology* 9(4), 435-447.
- Baruch, Y., O'creevy, M. F., Hind, P. and Gadot, E. V. (2004). Prosocial Behavior and Job Performance: Does the Need for Control and the Need for Achievement Make a Difference? *Social Behavior and Personality*, 32 (4), 399-412.
- Batson, C. D. (1983). Influence of Self-Reported Distress and Empathy on Egoistic versus Altruistic Motivation to Help. *Journal of Personality and Social Psychology*, 45(3), 706-718.
- Batson, C. D., Batson, J. G., Griffitt, C. A., Barrientos, S., Brandt, J. R., Spengelmeier, P., Bayly, M. J. (1989). Negative-State Relief and the Empathy—Altruism Hypothesis. *Journal of Personality and Social Psychology*, 56(6), 922-933.
- Batson, C. Daniel (1991). *The Altruism Question: A Scientific Exploration of Why We Help One Another*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Bateman, T. S., & Organ, D. W. (1983). Job Satisfaction and the Good Soldier: The Relationship Between Affect and Employee "Citizenship." *Academy of Management Journal*, 26, 587-595.
- Baumann, D. J., Cialdini, R. B., & Kendrick, D. T. (1981). Altruism as Hedonism: Helping and Self-Gratification as Equivalent Responses. *Journal of Personality and Social Psychology*, 40(6), 1039-1046.

- Berkowitz, L. (1972), "Social Norms, Feelings and Other Factors Affecting Helping and Altruism." In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol 6, 63-108). New York: Academic Press.
- Bettencourt, L. A., & Brown, S. W. (1997). Contact Employees: Relationships Among Workplace Fairness, Job Satisfaction and Prosocial Service Behaviors. *Journal of Retailing*, 73(1), 39-61.
- Blau, P. (1964), *Exchange and power in social life*. New York: Wiley.
- Bloch, Peter H. (1986). Product Enthusiasm: Many Questions, A Few Answers. in *Advances in Consumer Research*, Vol. 13, Richard J. Lutz, ed. Provo, UT: Association for Consumer Research, 539-543.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial Organizational Behaviors. *Academy of Management Review*, 11(4), 710-725.
- Chang, C.- C. (2005). A Typology of Salespeople Helping Behavior. *Unpublished master dissertation*.
- Chang, C.- C., Chang, Y.- J., Chiang, Y.-H. (2009). The SHB Scale Development and Validation: A Measure of Salespeople's Helping Behavior Directed at Customers. *Conference in Selling and Sales Management in Houston, TX, April*.
- Cheng, P.-Y. (2007). A Typology of Salespeople Helping Behavior — A Case of the Life Insurance Industry. *Unpublished master dissertation*.
- Chi, N.-W., Chen, H.-Y., Yang, M.-Y., Cheng F.-C. and Tsai, W.-C., (2008). The Development of multidimensional Person-Job Fit Scale (MPJS). *Journal of Management*, 25(5), 577-598.
- Churchill, G. A., Jr. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research (pre-1986)*, 16(000001), 64-73.
- Cialdini, R. B. (1976). Altruism as Hedonism: A Social Development Perspective on the Relationship of Negative Mood State and Helping. *Journal of Personality and Social Psychology*, 34, 907-914.

- Cialdini, R. B., Darby, B. L., & Vincent, J. E. (1973). Transgression and Altruism: A Case for Hedonism. *Journal of Experimental Social Psychology*, 9(6), 502-516.
- Cialdini, R. B., Schaller, M., Houlihan, D., Arps, K., Fultz, J., & Beaman, A. L. (1987). Empathy-Based Helping: Is It Selflessly or Selfishly Motivated? *Journal of Personality and Social Psychology*, 52(4), 749-758.
- Cohen, J., & Cohen, P. (1983), *Applied Multiple Regression/Correlation Analysis for the Behavioral Sciences*. Hillsdale, NJ: Erlbaum.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests *Psychometrika*, 16(3), 297-334.
- Curren, Mary T. and Valerie S. Folkes (1987). Attributional Influences on Consumers' Desires to Communicate About Products. *Psychology and Marketing*, 4, 31-45.
- Cuttance, P., Ecob R. (1987). *Structural Modeling by Example: Applications in Educational, Sociological, and Behavioral Research*. New York: Cambridge University Press.
- Dichter, Ernest (1966). How Word-of-Mouth Advertising Works. *Harvard Business Review*, 44 (November/December), 147-166.
- Duncan, C. (2004). Emotional Support, Conflict, Depression, and Relationship Satisfaction in a Romantic Partner. *The Journal of Psychology*, 138(6), 532-542.
- Edmund, R. T., & Florence, T. T. P. (2005). Reliability Among Senior Managers of the Marlowe-Crowne Short-Form Social Desirability Scale. *Journal of Business and Psychology*, 19(4), 541-554.
- Farh, J., Podsakoff, P.M., & Organ, D.W. (1990). Accounting for Organizational Citizenship Behavior: Leader Fairness and Task Scope versus Satisfaction. *Journal of Management*, 14, 705-721.
- Feick, L. F., & Price, L. L. (1987). The Market Maven: A Diffuser of Marketplace Information. *Journal of Marketing*, 51(1), 83-97.
- Fornell, C. & Larcker, D.F. (1981). Evaluating Structural Equation Models with

Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18, 39-50.

George, J. M. (1991). State or Trait: Effects of Positive Mood on Prosocial Behaviors at Work. *Journal of Applied Psychology*, 76(2), 299-307.

Gottlieb. (1978). The Development and Application of A Classification Scheme of Informal Helping Behaviors. *Canadian Journal of Behavioral Science*, 10(2), 105-115.

Gouldner, A. W. (1960). The Norm of Reciprocity: A Preliminary Statement. *American Sociological Review*, 25(2), 161-178.

Hartman, Cathy L. and Pamela L. Kiecker (1991). Marketplace Influencers at the Point of Purchase: The Role of Purchase Pals in Consumer Decision Making. in *Enhancing Knowledge Development in Marketing: 1991. Educators' Proceedings*, Vol. 2, Mary Gilly and Robert Dwyer, eds. Chicago: American Marketing Association, 461-69.

Higie, R. A., Price, L. L., & Feick, L. F. (1987). Types and Amount of Word-of-Mouth Communications About Retailers. *Journal of Retailing*, 63(3), 260-278.

Hinkin, T. R. (1998). A Brief Tutorial on the Development of Measures for Use in Survey Questionnaires. *Organizational Research Methods*, 1(1), 104-121.

Hoffman, M. L. (1981). Is Altruism Part of Human Nature? *Journal of Personality and Social Psychology*, 40(5), 121-137.

House, James S. and J. A. Wells (1978). Occupational Stress, Social Support, and Health, in *Reducing Occupational Stress: Proceedings of a Conference*, Mcleone, Black and Colligan, eds., Washington, DC: National Institute for Occupational Safety and Health, 8-29.

Hu, L. and Bentler, P. M. (1999). Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria versus New Alternatives. *Structural Equation Modeling*, 6(1), 1-55.

Kahana, Eva and Elizabeth Midlarsky (1983). The Elderly Helper. paper presented at the 37th Annual Scientific Meetings of the Gerontological Society of America, San Francisco, CA, (November).

- Kaiser, H. F. (1974). An index of factorial simplicity. *Psychometrika*, 39(1), 31-36.
- Katz, D., Kahn, R. L. (1966). *The Social Psychology of Organizations*. New York: Wiley.
- Kenrick, D. T. (1979). A Step in the Socialization of Altruism as Hedonism: Effects of Negative Mood on Children's Generosity under Public and Private Conditions. *Journal of Personality and Social Psychology*, 33, 613-622.
- King, Charles W. and John O. Summers (1967). Dynamics of Interpersonal Communications: An Interaction Dyad. in *Risk Taking and Information Handling in Consumer Behavior*, Donald F. Cox, ed. Boston: Harvard University Press.
- Lawshe, C. H. (1975). A Quantitative Approach to Content Validity. *Personnel Psychology*, 563-575.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The Impact of Organizational Citizenship Behavior on Evaluations of Salesperson Performance. *Journal of Marketing*, 57(1), 70-80.
- Marlowe, D. P. C. D. (1960). A New Scale of Social Desirability Independent of Psychopathology. *Journal of Consulting Psychology*, 24(4), 349-354.
- McNeely, Bonnie L. and Meglino, Bruce M. (1994). The Role of Dispositional and Situational Antecedents on Prosocial Organizational Behavior: An Examination of the Intended Beneficiaries of Prosocial Behavior. *Journal of Applied Psychology*, Vol. 79, No.6, 836-844.
- Moorman, C., & Price, L. L. (1989). Consumer Policy Remedies and Consumer Segment Interactions. *Journal of Public Policy & Marketing*, 8, 181-203.
- Moorman, R. H., & Podsakoff, P. M. (1992). A Meta-Analytic Review and Empirical Test of the Potential Confounding Effects of Social Desirability Response Sets in Organizational Behavior Research. *Journal of Occupational and Organizational Psychology*, 65(2), 131-149.
- Motowidlo, S. J. (1984). Does Job Satisfaction Lead to Consideration and Personal Sensitivity? *Academy of Management Journal*, 27, 910-915.

- Netemeyer, R. G., Boles, J. S., McKee, D. O., McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61 (3), 85-98.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification and Internalization on Pro-social Behavior. *Journal of Applied Psychology*, 71, 492-499.
- Organ, Dennis W. (1988a). Organizational Citizenship Behavior: The Good Soldier Syndrome. *Lexington MA: Lexington Books*.
- Organ, Dennis W. (1988b). A Restatement Of The Satisfaction-Performance Hypothesis. *Journal of Management*, 14(4), 547-557.
- Organ, Dennis W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10 (2), 85-97.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-40.
- Parasuraman, A., Valarie, A. Z., & Arvind, M. (2005). E-S-QUAL: A Multiple-Item Scale for Assessing Electronic Service Quality. *Journal of Service Research*, 7(3), 213-233.
- Posdakoff, P. M., MacKenzie, S. B., Robert H. Moorman, and Richard Fetter (1990). Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behavior. *Leadership Quarterly*, 1 (Summer), 107-142.
- Posdakoff, P. M., & MacKenzie, S. B. (1994). Organizational Citizenship Behaviors and Sales Unit Effectiveness. *Journal of Marketing Research*, 31(3), 351-363.
- Price, L. L., & Feick, L. F. (1984). The Role of Interpersonal Sources in External Search: An Informational Perspective. *Advances in Consumer Research*, 11(1), 250-255.
- Price, L. L., Feick, L. F., & Guskey, A. (1995). Everyday Market Helping Behavior. *Journal of Public Policy & Marketing*, 14(2), 255-266.



- Puffer, S. M. (1987). Prosocial Behavior, Noncompliant Behavior, and Work Performance Among Commission Salespeople. *Journal of Applied Psychology*, 72(4), Nov. 1987, 615-621.
- Ray, J. J. (1984). The Reliability of Short Social Desirability Scales. *The Journal of Social Psychology*, 123(1), 133-134.
- Richins, M. L. (1983). Negative Word-of-Mouth by Dissatisfied Consumers: A Pilot Study. *Journal of Marketing*, 47(1), 68-78.
- Rosenhan, D. L., Salovey, P., & Hargis, K. (1981). The Joys of Helping: Focus of Attention Mediates the Impact of Positive Affect on Altruism. *Journal of Personality and Social Psychology*, 40(5), 899-905.
- Saxe, R., & Weitz, B. A. (1982). The SOCO Scale: A Measure of the Customer Orientation of Salespeople. *Journal of Marketing Research*, 19(3), 343-351.
- Scholl, R.W., Cooper, E. A., & McKenna, J. F. (1987). Referent Selection in Determining Equity Perceptions: Differential Effects on Behavioral and Attitudinal Outcomes. *Personnel Psychology*, 40, 113-124.
- Sergio, R., & Salvador, R. (2005). Relationship Outcomes of Perceived Ethical Sales Behavior: The Customer's Perspective. *Journal of Business Research*, 58(4), 439-445.
- Slama, Mark E. and Terrell G. Williams (1990). Generalization of the Market Maven's Information Provision Tendency Across Product Categories. in *Advances in Consumer Research*, Vol. 17, Thomas K. Srull, ed. Provo, UT: Association for Consumer Research, 48-52.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational Citizenship Behavior: Its Nature and Antecedents. *Journal of Applied Psychology*, 68, 653-663.
- Tian, K. T., William, O. B., Gary, L.H. (2001). Consumers' Need for Uniqueness: Scale Development and Validation. *Journal of Consumer Research*, 28(1), 50-66.
- Tobias, S., Carlson, J. E. (1969). Brief Report: Bartlett's Test of Sphericity and Chance Findings in Factor Analysis. *Multivariate Behavioral Research*, 4(3), 375 – 377.



Trickett, R. E. M. a. E. J. (1980). Task Force Report: Social Networks as Mediators of Social support. *Community Mental Health Journal*, 16(1), 27-44.

Vaux, A., Riedel, Sharon, Stewart, Doreen. (1987). Modes of Social Support: The Social Support Behaviors (SS-B) Scale. *American Journal of Community Psychology*, 15(2), 209-237.

Vroom, V., & Deci, E. (1974). Hammondsworth: Penguin. *Management and Motivation*.

Worthy, J. C. (1986). *Overachievement at work: A class of pro-social behavior*. Paper presented at the meeting of the Academy of Management, Chicago.

Yang, Z., Cai, S., Zhou, Z., Zhou, N. (2005). Development and Validation of An Instrument to Measure User Perceived Service Quality of Information Presenting Web Portals. *Information & Management*, 42, 575-589.



## Appendix A Select Item by Experts

業務人員常常在很多方面給予顧客們協助，有些是職務上的要求或規定，有些則是職責外的協助。本次研究主要在探討業務人員的幫助行為，首先，我們對此名詞下一個定義：它幫助的對象是顧客，而且屬於業務人員職責外的幫助行為。它與業務的業績不一定有直接相關，然而在很多情況下，業務人員的幫助行為會增加顧客的滿意度，有可能進而提升業績

我們將業務人員的幫助行為概括成五類，分別是：(1) 實質上的協助、(2) 社交聯誼、(3) 送禮、(4) 資訊分享、(5) 情感支持。其中：

### 業務人員的幫助行為

----它幫助的對象是顧客，而且屬於業務人員職責外的幫助行為

#### (1) 「實質上的協助」

----只要顧客遇到問題，你都願意實際提供協助幫助他解決，即便那不是你的義務。

#### (2) 「社交聯誼」

----透過平日與顧客的交流，增進你和顧客間的關係。

#### (3) 「送禮」

----除了公司規定，你願意送給顧客可能需要的事物之行為

#### (4) 「資訊分享」

----透過資訊的提供來幫助顧客

#### (5) 「情感支持」

----在情感上支持顧客。

我們希望身為受測者的你，根據平日與顧客互動的情況，填答以下各項敘述行為，並將各項行為歸類

	非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
屬於	1	2	3	4	5	6	7
1. 我會為顧客爭取利益，即使有可能與公司的利益相衝突	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 我會為顧客爭取利益，即使有可能與自己的利益相衝突	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 如果顧客有事情要請我幫忙，即便我沒有義務幫他處理，我都會給予協助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 即使顧客遇到的問題不是我的責任，我還是會協助他解決	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 我會盡力讓顧客擁有更多額外的好處(如:幫顧客爭取多一點理賠)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 即使這個顧客不是我經手的業務，但當他遇到問題時，我會盡力解決他的問題	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 在幫顧客解決問題時，可以讓他得到比他預期更好的結果	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 當顧客遇到緊急問題時，即便我沒有義務幫他處理，我都會給予幫助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 顧客遇到他無法及時處理的問題時，我會在第一時間幫他處理	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. 當顧客遇到問題時，我不會協助他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 除了談業務之外，我會找時間和顧客交流、聯誼，以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 在業務之外，我會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 若顧客彼此間有需要，我會安排讓他們彼此聯絡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 我平時會探訪顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 我會跟顧客的親朋好友交流	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 我平時會打電話給顧客，聊些業務以外的事	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. 在業務之外，我不會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. 我會在特殊節日時自掏腰包買東西給顧客，如:顧客生日、聖誕節、喜喪事等	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
屬於	1	2	3	4	5	6	7
19. 當顧客家裡有人生病住院，我會自掏腰包買東西給他們	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. 我平時會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. 當我到外地時，我會自掏腰包買紀念品回去送給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. 去拜訪顧客時，我會自掏腰包買些伴手禮過去	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. 我平時不會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. 當顧客面臨困難時，我會親自前去探望	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. 當顧客遇到困難時，我會關心他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. 當顧客遇到困難時，我會鼓勵他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. 顧客有困難時我會花時間陪伴他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. 顧客低潮時我會像朋友一樣的支持他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. 顧客低潮時，我會想辦法使他們開心	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. 顧客心煩時我會給與安慰	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. 當顧客需要宣洩情緒時，我會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. 我會向顧客表示我能理解他們的感受	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. 當顧客需要宣洩情緒時，我不會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. 我會跟顧客分享日常生活相關資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. 若顧客向我表明他的需求，我會提供他需要的資訊，即便這 不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. 我會就我所知道的資訊，提供方向給顧客(如:求職、旅遊)， 即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. 我會主動提供顧客有興趣的資訊給他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. 若顧客的問題是我經歷過的(如:婚姻、就業)，我會提供他資 訊，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. 我會建議顧客可行的方案，即使我的工作沒有要求我這麼做	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

非 有 沒 有 非  
常 低 點 意 點 高 常  
低 低 見 高 高 高

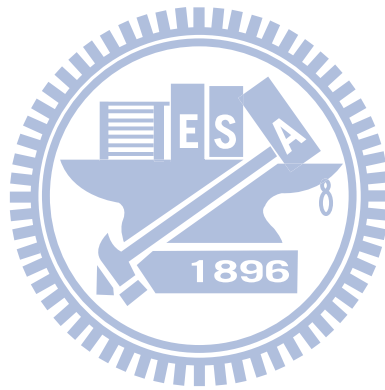
屬於 1 2 3 4 5 6 7

40. 我會跟顧客分享可以去哪裡尋求協助

—

41. 我平時不會跟顧客分享日常生活相關資訊

—



## Appendix B Select Item by Experts

業務人員常常在很多方面給予顧客們協助，有些是職務上的要求或規定，有些則是職責外的協助。本次研究主要在探討業務人員的幫助行為，首先，我們對此名詞下一個定義：它幫助的對象是顧客，而且屬於業務人員職責外的幫助行為。它與業務的業績不一定有直接相關，然而在很多情況下，業務人員的幫助行為會增加顧客的滿意度，有可能進而提升業績

我們將業務人員的幫助行為概括成五類，分別是：(1) 實質上的協助、(2) 社交聯誼、(3) 送禮、(4) 資訊分享、(5) 情感支持。其中：

### 業務人員的幫助行為

----它幫助的對象是顧客，而且屬於業務人員職責外的幫助行為

#### (1) 「實質上的協助」

----只要顧客遇到問題，你都願意實際提供協助幫助他解決，即便那不是你的義務。

#### (2) 「社交聯誼」

----透過平日與顧客的交流，增進你和顧客間的關係。

#### (3) 「送禮」

----除了公司規定，你願意送給顧客可能需要的事物之行為

#### (4) 「資訊分享」

----透過資訊的提供來幫助顧客

#### (5) 「情感支持」

----在情感上支持顧客。

我們希望身為受測者的你，根據平日與顧客互動的情況，填答以下各項敘述行為，並圈選各項行為在該分類下的代表性程度。

不具代表：1      有點代表：2      清楚代表：3

代 表 性	非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
	1	2	3	4	5	6	7

**實質上的協助：(1~9 題算是實質上的協助嗎?)**

1. 我會為顧客爭取利益，即使有可能與公司的利益相衝突	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 我會為顧客爭取利益，即使有可能與自己的利益相衝突	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. 如果顧客有事情要請我幫忙，即便我沒有義務幫他處理，我都會給予協助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. 即使顧客遇到的問題不是我的責任，我還是會協助他解決	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. 我會盡力讓顧客擁有更多額外的好處(如:幫顧客爭取多一點理賠)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. 即使這個顧客不是我經手的業務，但當他遇到問題時，我會盡力解決他的問題	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. 在幫顧客解決問題時，可以讓他得到比他預期更好的結果	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. 當顧客遇到緊急問題時，即便我沒有義務幫他處理，我都會給予幫助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. 顧客遇到他無法及時處理的問題時，我會在第一時間幫他處理	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**社交聯誼：(10~15 題算是社交聯誼行為嗎?)**

10. 除了談業務之外，我會找時間和顧客交流、聯誼，以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. 在業務之外，我會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. 若顧客彼此間有需要，我會安排讓他們彼此聯絡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 我平時會探訪顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 我會跟顧客的親朋好友交流	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 我平時會打電話給顧客，聊些業務以外的事	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**送禮：(16~20 題算是送禮的行為嗎?)**

16. 我會在特殊節日時自掏腰包買東西給顧客，如:顧客生日、聖誕節、喜喪事等	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. 當顧客家裡有人生病住院，我會自掏腰包買東西給他們	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. 我平時會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. 當我到外地時，我會自掏腰包買紀念品回去送給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
代 表 性	1	2	3	4	5	6	7
___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

20. 去拜訪顧客時，我會自掏腰包買些伴手禮過去

### 情感支持：(21~29 題算是情感支持嗎?)

21. 當顧客面臨困難時，我會親自前去探望	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. 當顧客遇到困難時，我會關心他	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. 當顧客遇到困難時，我會鼓勵他	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. 顧客有困難時我會花時間陪伴他	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. 顧客低潮時我會像朋友一樣的支持他	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. 顧客低潮時，我會想辦法使他們開心	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. 顧客心煩時我會給與安慰	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. 當顧客需要宣洩情緒時，我會傾聽他們的煩惱	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. 我會向顧客表示我能理解他們的感受	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 資訊分享：(30~36 題算是資訊分享的行為嗎?)

30. 我會跟顧客分享日常生活相關資訊	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. 若顧客向我表明他的需求，我會提供他需要的資訊，即便這不是我份內的工作	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. 我會就我所知道的資訊，提供方向給顧客(如：求職、旅遊)，即便這不是我份內的工作	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. 我會主動提供顧客有興趣的資訊給他	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. 若顧客的問題是我經歷過的(如：小孩教育)，我會提供他資訊，即便這不是我份內的工作	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. 我會建議顧客可行的方案，即使我的工作沒有要求我這麼做	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. 我會跟顧客分享可以去哪裡尋求協助	___	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
1	2	3	4	5	6	7

客的關係

12. 在業務之外，我會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 若顧客彼此間有需要，我會安排讓他們彼此聯絡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 我平時會探訪顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 我會跟顧客的親朋好友交流	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 我平時會打電話給顧客，聊些業務以外的事	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. 在業務之外，我不會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. 我會在特殊節日時自掏腰包買東西給顧客，如：顧客生日、聖誕節、喜喪事等	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. 當顧客家裡有人生病住院，我會自掏腰包買東西給他們	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. 我平時會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. 當我到外地時，我會自掏腰包買紀念品回去送給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. 去拜訪顧客時，我會自掏腰包買些伴手禮過去	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. 我平時不會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. 當顧客面臨困難時，我會親自前去探望	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. 當顧客遇到困難時，我會關心他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. 當顧客遇到困難時，我會鼓勵他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. 顧客有困難時我會花時間陪伴他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. 顧客低潮時我會像朋友一樣的支持他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. 顧客低潮時，我會想辦法使他們開心	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. 顧客心煩時我會給與安慰	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. 當顧客需要宣洩情緒時，我會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. 我會向顧客表示我能理解他們的感受	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. 當顧客需要宣洩情緒時，我不會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. 我會跟顧客分享日常生活相關資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. 若顧客向我表明他的需求，我會提供他需要的資訊，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. 我會就我所知道的資訊，提供方向給顧客(如：求職、旅遊)，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. 我會主動提供顧客有興趣的資訊給他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. 若顧客的問題是我經歷過的(如：小孩教育)，我會提供他資訊，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. 我會建議顧客可行的方案，即使我的工作沒有要求我這麼做	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. 我會跟顧客分享可以去哪裡尋求協助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. 我平時不會跟顧客分享日常生活相關資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix D Questionnaire for the Second Survey

您好！非常感謝你撥冗填答此次的問卷。本問卷目的在研究業務人員對顧客提供工作職責外的幫助行為，請根據您自身的經驗回答。本問卷僅供學術研究，不會透露您的個人隱私。您所提供的資料對本研究有極大的助益，在此由衷感謝您的合作與支持！

敬祝

萬事如意

國立交通大學管理科學研究所

指導教授：張家齊 博士

研究生：江奕萱 敬上

**第一部分** 下列各敘述是保險業務人員與顧客互動過程中有可能發生的行為，請依您與顧客互動的經驗填答，“非常高”表示該敘述行為您做的程度很高，“高”是次高，以此類推。其中1表示非常低，7表示非常高。

**例如：**第4題敘述的行為「即使顧客遇到的問題不是我的責任，我還是會協助他解決」，我平時總是這麼協助顧客，在7點量表的部分，我會勾選7(非常高)。又如第10題「當顧客遇到問題時，我不會協助他」，若我從不會在顧客遇到問題時，不協助他，我會勾選1(非常低)。



非	有	沒	有	非		
常	低	意	點	常		
低	低	見	高	高		
1	2	3	4	5	6	7

- |                                       |                          |                          |                          |                          |                          |                          |                          |
|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. 我會為顧客爭取利益，即使有可能與公司的利益相衝突           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. 我會為顧客爭取利益，即使有可能與自己的利益相衝突           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. 如果顧客有事情要請我幫忙，即便我沒有義務幫他處理，我都會給予協助   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. 即使顧客遇到的問題不是我的責任，我還是會協助他解決          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. 我會盡力讓顧客擁有更多額外的好處(如:幫顧客爭取多一點理賠)     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. 即使這個顧客不是我經手的業務，但當他遇到問題時，我會盡力解決他的問題 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. 在幫顧客解決問題時，可以讓他得到比他預期更好的結果          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. 當顧客遇到緊急問題時，即便我沒有義務幫他處理，我都會給予幫助     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. 顧客遇到他無法及時處理的問題時，我會在第一時間幫他處理        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. 當顧客遇到問題時，我不會協助他                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. 除了談業務之外，我會找時間和顧客交流、聯誼，以增進和顧客      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
1	2	3	4	5	6	7

客的關係

12. 在業務之外，我會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. 若顧客彼此間有需要，我會安排讓他們彼此聯絡	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. 我平時會探訪顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. 我會跟顧客的親朋好友交流	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. 我平時會打電話給顧客，聊些業務以外的事	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. 在業務之外，我不會舉辦社交活動以增進和顧客的關係	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. 我會在特殊節日時自掏腰包買東西給顧客，如：顧客生日、聖誕節、喜喪事等	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. 當顧客家裡有人生病住院，我會自掏腰包買東西給他們	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. 我平時會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. 當我到外地時，我會自掏腰包買紀念品回去送給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. 去拜訪顧客時，我會自掏腰包買些伴手禮過去	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. 我平時不會自掏腰包送禮給顧客	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. 當顧客遇到困難時，我會鼓勵他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. 顧客有困難時我會花時間陪伴他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. 顧客低潮時我會像朋友一樣的支持他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. 顧客低潮時，我會想辦法使他們開心	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. 顧客心煩時我會給與安慰	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. 當顧客需要宣洩情緒時，我會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. 我會向顧客表示我能理解他們的感受	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. 當顧客需要宣洩情緒時，我不會傾聽他們的煩惱	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. 我會跟顧客分享日常生活相關資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. 若顧客向我表明他的需求，我會提供他需要的資訊，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. 我會就我所知道的資訊，提供方向給顧客(如：求職、旅遊)，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. 我會主動提供顧客有興趣的資訊給他	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. 若顧客的問題是我經歷過的(如：小孩教育)，我會提供他資訊，即便這不是我份內的工作	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. 我會建議顧客可行的方案，即使我的工作沒有要求我這麼做	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. 我會跟顧客分享可以去哪裡尋求協助	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. 我平時不會跟顧客分享日常生活相關資訊	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. 我試著了解顧客的需求是什麼	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. 我認為一個好的業務員必須將顧客的利益放在心上	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

非 常 低	低	有 點 低	沒 意 見	有 點 高	高	非 常 高
1	2	3	4	5	6	7

- |   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 42. 若顧客有問題時，我會盡可能提供有助於解決該問題的服務或產品       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. 我提供最適合顧客問題的服務或產品                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 44. 我試著找出什麼樣的產品對顧客而言最有幫助                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 45. 我會盡可能的多賣一些服務或產品給顧客，而非著重在讓顧客滿意       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 46. 對顧客誇大其產品或服務的真實性是有必要的                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 47. 我會盡可能的說服顧客多買一些產品，即便我覺得這些產品已經超出顧客的需求 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 48. 我會將產品或服務介紹的天花亂墜，讓顧客盡可能的覺得產品很美好      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

49. 我推銷給顧客的產品/服務，是基於我可以說服顧客購買，而不是基於產品能為顧客帶來長期的滿意

下面敘述行為，請依個人經驗填寫，“是”請寫“0”，“否”請寫“X”

- \_\_\_1. 你有沒有在某些時機場合曾經佔過某人便宜？
- \_\_\_2. 你曾經有不公平地佔另外一個人便宜嗎？
- \_\_\_3. 當你犯錯時你總是願意承認嗎？
- \_\_\_4. 你會很快地承認犯錯嗎？
- \_\_\_5. 你會不會有時候寧願選擇報復也不願意原諒和忘記？
- \_\_\_6. 有時候當你沒能隨心所欲時，你會不會感到憤恨？
- \_\_\_7. 即使面對那些難以相處的人，你總是有禮貌的嗎？
- \_\_\_8. 不管你說話的對象是誰，你總是一位好的聽眾嗎？



## 第二部分 個人資料

1. 性別 男 女
2. 年齡 25 歲以下 26~30 歲 31~35 歲 36~40 歲 41~45 歲 46~50 歲  
51~55 歲 56~60 歲 61 歲以上
3. 教育 國小 國中 高中/職 五專/大學 研究所以上
4. 職場經驗 5 年以下 6~10 年 11~15 年 16~20 年 21~25 年 26~30 年  
31 年以上(約\_\_\_\_\_年)
5. 在壽險業的工作經驗：\_\_\_\_\_年
6. 目前就職的壽險公司名稱：\_\_\_\_\_
7. 您的職階為何：\_\_\_\_\_
8. 在此公司的工作經驗 1 年以下 1~3 年 4~6 年 7~9 年 10~12 年   
13~15 年 16~18 年 19~21 年 22 年以上(約\_\_\_\_\_年)
9. 公司收入制度 有底薪制 無底薪制 (無底薪制者請跳答第 11 題)
10. 在壽險業個人平均每月底薪 20,000 以下 20,001~30,000 30,001~40,000  
(勿填寫成你每月的收入) 40,001~50,000 50,001~60,000 60,001~70,000  
70,001~80,000 80,001~90,000 90,001~100,000  
10 萬以上(約\_\_\_\_\_萬)
11. 在壽險業個人平均年收入  
50 萬以下 51~100 萬 101~150 萬 151~200 萬 201~250 萬 251~300 萬  
301~350 萬 351~400 萬 401~450 萬 451~500 萬 501~550 萬 551~600 萬  
601~650 萬 651~700 萬 701~750 萬 751~800 萬 801~850 萬 851~900 萬  
901~950 萬 951~1000 萬 1001 萬以上(約\_\_\_\_\_萬)
12. 您一年的收入當中，佣金佔您收入的比例為多少  
20%以下 21~30% 31~40% 41~50% 51~60% 61~70% 71~80%  
81~90% 91~100% 100%
13. 在您一年可成交的保費金額中，有多少是來自新客戶  
50 萬以下 51~100 萬 101~150 萬 151~200 萬 201~250 萬 251~300 萬  
301~350 萬 351~400 萬 401~450 萬 451~500 萬 501~550 萬 551~600 萬  
601~650 萬 651~700 萬 701~750 萬 751~800 萬 801~850 萬 851~900 萬  
901~950 萬 951~1000 萬 1001~1100 萬 1101~1200 萬 1201~1300 萬  
1301~1400 萬 1401~1500 萬 1501~1600 萬 1601~1700 萬 1701~1800 萬  
1801~1900 萬 1901~2000 萬 2001 萬以上(約\_\_\_\_\_萬)
14. 平均一年裡，有多少客戶是經由你自己的客戶介紹給你的？約佔\_\_\_\_\_%

~本問卷到此結束，謝謝您的填答~