



## Supplementary Materials

Quality of work life in Saudi banks and its impact on the banking sector's performance.

Personal Data

Age: Up to 25 years 26–35 years 36–50 years 50+

Gender: Male Female Married Children Single No children

Nationality: Saudi Non-Saudi

Marital Status: Single ☐ Married ☐ Widow ☐ Divorced ☐

Education: Under Grade 10 ☐ Grade 12 ☐ Graduation ☐ Master ☐ PhD ☐

Position (Please tick what applies to you)	Receptionist	<input type="checkbox"/>	Business account manager	<input type="checkbox"/>	Executive	<input type="checkbox"/>
	Cashier	<input type="checkbox"/>	Branch account manager	<input type="checkbox"/>	Senior executive	<input type="checkbox"/>
	Customer Services	<input type="checkbox"/>	Regional office non- executive	<input type="checkbox"/>	Middle management position	<input type="checkbox"/>
	On-line Banking	<input type="checkbox"/>	Junior executive	<input type="checkbox"/>	Board members/CEOs	<input type="checkbox"/>
Phone Operator	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Your Monthly Income: <SAR5000 ☐ 5000–10,000 ☐ 10,001–15,000 ☐ 15,001–20,000 ☐ 20,000+ ☐

Your Main Bank: Saudi National Bank ☐ Multi-National in KSA ☐ Saudi / Foreign JV ☐ Saudi Islamic Bank ☐

Note. How far do you Agree/Disagree with the Following Statements on 5-Point Scale?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

### Physical Work Environment (PWE)

6	Work environment of my bank is good and highly motivating	1	2	3	4	5
7	Employees can take time off to take care of personal Matters	1	2	3	4	5
8	My bank offers enough opportunities to enhance personal abilities	1	2	3	4	5
9	The bank provides enough information to discharge responsibilities	1	2	3	4	5
10	A lot of work empowerment is given to employees to decide about their work style and pace of work.	1	2	3	4	5

Banking Organization Culture (OC)					
11	There is cooperation among all the departments for achieving the goals.	1	2	3	4 5
12	I feel proud to work for my present bank	1	2	3	4 5
13	The wage policies adopted by my bank are Good	1	2	3	4 5
14	The bank communicates every new change that takes place.	1	2	3	4 5
Relation and Co-operation (RC)					
15	I have harmonious relationship with my colleagues	1	2	3	4 5
16	Employees have a strong sense of belongingness in my bank	1	2	3	4 5
17	The relationship between managers and employees are very good.	1	2	3	4 5
18	I get good support from my team members.	1	2	3	4 5
Training and Development (TR)					
19	Training programs in our bank help employees to achieve the required skill for performing the job effectively.	1	2	3	4 5
20	The training programs aim at improving interpersonal relationship among employees	1	2	3	4 5
21	My bank offers sufficient training opportunities to perform my job competently	1	2	3	4 5
22	Training programs should be conducted frequently	1	2	3	4 5
Compensation and Rewards (CR)					
23	I feel that I am given an adequate and fair compensation for the work I do	1	2	3	4 5
24	My bank pays salary by considering responsibilities at work	1	2	3	4 5
25	My bank links rewards to job performance	1	2	3	4 5
26	Promotions are handled fairly.	1	2	3	4 5
27	When I do my job well, I am praised by my Superior	1	2	3	4 5
Facilities (FAC)					
28	Fringe benefits provided are good	1	2	3	4 5
29	Bank provides social security benefits like Employee Provident Fund/Medical Reimbursement/ medical treatment and so on.	1	2	3	4 5
30	Good transportation facilities are provided by the bank	1	2	3	4 5
31	Safety measures adopted by the bank are quite good	1	2	3	4 5
32	Good welfare activities are provided by my bank	1	2	3	4 5
Job Satisfaction and Security (JSS)					
33	I feel quite secured about my job	1	2	3	4 5
34	Conditions on my job allow me to be as productive as I could	1	2	3	4 5
35	My earnings are fair when compared to the others doing the same type of work in other banks / companies.	1	2	3	4 5
36	The procedure followed for job rotation is good.	1	2	3	4 5
Autonomy of Work (AAW)					
37	I feel that my work allows me to do my best in a particular area.	1	2	3	4 5
38	My job lets me use my skills and abilities	1	2	3	4 5
39	A part of my job is allowed to be done at home	1	2	3	4 5
40	I am ready to take additional responsibilities with my job	1	2	3	4 5
Individual Work Performance (IWP)					
i. Task performance					
41	While performing task I maintain quality of Work	1	2	3	4 5
42	I always Plan and organize my work properly	1	2	3	4 5
43	I perform tasks according to the required results	1	2	3	4 5
44	I Prioritize and concentrate on tasks assigned to me	1	2	3	4 5
45	I Work efficiently	1	2	3	4 5
ii. Contextual performance—interpersonal					

46	For performing the duties I always take initiative	1	2	3	4	5
47	I learn from feedback of my colleagues	1	2	3	4	5
48	I extend full Cooperation to others	1	2	3	4	5
49	I adequately express my ideas and intentions	1	2	3	4	5
<b>iii. Contextual performance – organizational</b>						
50	I Show responsibility while performing duties	1	2	3	4	5
51	I try to perform duties that are customer oriented.	1	2	3	4	5
52	I try to perform tasks in novel ways	1	2	3	4	5
53	I try to take on work that is challenging in nature	1	2	3	4	5
<b>iv. Adaptive performance</b>						
54	I try to cope with stress and difficult situations.	1	2	3	4	5
55	I come up with creative solutions to difficult problems	1	2	3	4	5
56	I Keep my job knowledge and skills up-to-date	1	2	3	4	5
57	I adjust work goals when necessary	1	2	3	4	5
<b>v. Counterproductive work behavior</b>						
58	I try to make problems bigger than they really are	1	2	3	4	5
59	I do things that harm my organization	1	2	3	4	5
60	I leave work for others to finish	1	2	3	4	5
61	I purposely make mistakes	1	2	3	4	5

(Walton 1973) Walton, Richard E. 1973. Quality of Work Life, What Is It? *Sloan Management Review Journal* 15: 11–21.

(Woods 1993) Woods, Robert C. 1993. Managing to meet employee expectations: Quality improvement tools narrow the gap between employee expectations and company resource. *Human Resource Planning* 16: 13–28.