Supplementary Materials: The Research Survey

Questionnaire

Dear industrial sector employee,

*The attached survey is carried out as part of a research project entitled "**The effect of corporate incentive and rewards systems on employee performance in the Saudi industrial sector**" undertaken as part of an effort to explore areas of improvement in relation to incentivizing employees. Also, it aims to find associations between types of incentive used and employee performance. The study aims to assess the following aspects:*

a) Incentive and rewards system measures
b) Impression of employee performance measures
c) Employee job satisfaction measures

This survey is an important part of an on-going study. Your cooperation by answering the questions in this survey will be greatly appreciated. Please select your responses as per the measures provided. All information will be used strictly for humanitarian effort development purposes, and responses will remain confidential. No individual will be specifically named in the project report.

Your cooperation and help are highly appreciated.

Should you have any questions or concerns, please contact us at: I.alkandi@seu.edu.sa

Best Regards,

Section One: Personal Characteristics

Select the subgroup you are associated with the most

Age
Under 30
30-39
46-49
50+

Education
High school
Diploma
Bachelors

Masters
Doctorate

Gender
Male
Female

Experience Level
1-5 years
6-10 years
11-15 years
16-20 years
21+ years

Industry Sector
Science & technology research centers
Mining
Oil & Gas, Petrochemicals
Product manufacturing
Industrial service industry (design, drilling, maintenance, etc.)
Other

Section Two: Incentives/Rewards

1. Financial incentives are important to me and to my desire to excel at my job

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

2. Moral incentives (non-financial) are important to me and my desire to excel at my job

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

3. Deserved promotions are provided consistently in the company I work for

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

4. Opinions and aspirations are respected in the company I work for

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

5. The company I work for provides sufficient monetary incentives to meet the requirements of life.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

6. The company I work for provides incentives for employees that are based on performance.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

7. The company provides bonuses for workers according to their roles and consistent with their level of performance.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

8. The company provides overtime payment to staff for working after hours.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

9. The company provides sufficient transportation allowance for those who live far away.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

10. The company provides additional financial incentives to employees when they work professionally.

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

Section Three: Performance measures

1. The level of employee output or productivity in your company is generally high

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

2. Your company's internal work processes and performance are effective and productive

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

3. I have desire to work more efficiently when I am financially motivated

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

4. I am driven to achieve more when I am motivated morally

A. Strongly Agree B. Agree C. Neutral D. Disagree E. Strongly Disagree

Section Four: Employee Job Satisfaction

1. In general, what is your level of satisfaction with your job?

A. Strongly Satisfied B. Satisfied C. Neutral D. Dissatisfied E. Strongly Dissatisfied

2. What is your level of satisfaction with regards to financial incentives provided by your company?

A. Strongly Satisfied B. Satisfied C. Neutral D. Dissatisfied E. Strongly Dissatisfied

3. What is your level of satisfaction with regards to non-financial incentives provided by your company?

A. Strongly Satisfied B. Satisfied C. Neutral D. Dissatisfied E. Strongly Dissatisfied

4. What is your level of satisfaction with the amount of independence in performing your duties (freedom to perform independently and apply judgment with minimal supervision)?

A. Strongly Satisfied B. Satisfied C. Neutral D. Dissatisfied E. Strongly Dissatisfied

5. What is your level of satisfaction with new skills development (on-job and classroom training) that improve your performance?

A. Strongly Satisfied B. Satisfied C. Neutral D. Dissatisfied E. Strongly Dissatisfied

Thank You!

Your help in completing the questionnaire is greatly appreciated