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A PROJECT REPORT
ON
THE EFFECTS OF QUALITY OF WORK LIFE ON EMPLOYEE
PERFORMANCE AND SATISFACTION IN
BANK MUSCAT

By
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Guided by
Festus Odhigu

A project report submitted in partial fulfillment of
the requirements for the award of
Bachelor of Arts (Honours) in Business Administration
(Human Resource Management)



Middle East College
Knowledge Oasis Muscat, Oman

June, 2024

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APPROVAL FORM

The project report entitled the effects of quality of work life on employee performance and satisfaction in Bank Muscat. Submitted Dhikra Sulaiman Hamed Alamri, 18F18154 is approved in partial fulfillment of the requirements for Bachelor of Arts (Honours) in Business Administration with specialization in Human Resource Management.

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ABSTRACT

The study aims to provide a new vision and a clear concept on the issue of quality of work life. The study sheds light on the impact of the quality of work life on the performance and satisfaction of employees at Bank Muscat. In addition, revealing the relationship between the quality of work life and the performance and satisfaction of employees at Bank Muscat. To collect data and reach reliable results, we relied on primary sources through a questionnaire that contains 20 questions. This study was applied to a sample of 64 employees following a random sampling technique. Some important data was also taken to complete the research through secondary sources, which include books and electronic articles. The study relied on quantitative research methods. Descriptive analysis was used to accurately describe the results. The results showed that there is a positive effect between the quality of work life at Bank Muscat on employee satisfaction and performance. There is a direct and strong relationship between the quality of work life and the productivity and satisfaction of employees at Bank Muscat. Through this, the researcher confirmed that Bank Muscat is consistent with all principles and factors of quality in work life, and that Bank Muscat always seeks to give priority and responsibility to the rights and needs of employees. This research study is important and useful for society, companies, employees, as well as the government of the country. The researcher provided some advice to companies to apply some basic factors and strategies to enhance the quality of work life and raise the level of employee satisfaction and productivity to develop the company's performance and success.

Key Words: Quality of Worklife; Bank Muscat; Performance and satisfaction; Satisfaction of employees; Performance of employees.

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CHAPTER 1:

INTRODUCTION

1.1. Background of the Study:

Quality of work life refers to all the factors and activities that the organization is committed to achieving for the purpose of providing all the needs and rights of employees, as well as the commitment to providing a safe and healthy work environment and attention to the human resource, which is not limited only to improving the internal conditions in the organization. It also includes caring for workers outside the work environment. The reason for interest is due to the social, economic, and humanitarian effects resulting from the decline in the level of quality of life at work, which directly affects the productivity and efficiency of institutions, and may also be negative for employees in terms of a decrease in the level of satisfaction, performance, & Commitment to work. On the other hand, it has a general impact on the social stability and economic development of the country (Leitão et al., 2019).

Over the past years, more light has begun to be shed on the issue of (quality of work life), and it has had an important role in society and is now considered one of the most important administrative issues. Many modern companies have become focused on strengthening the relationship between employees and the work environment to increase productivity. Companies may always seek to pay attention and acknowledge the efforts of employees to enhance employee satisfaction. Moreover, companies are interested in creating a high-quality work life through several indicators and methods, such as the company's implementation of all factors to create a healthy work environment, providing all the psychological and moral needs of employees, as well as improving the relationship between management and employees, achieving a balance between work and Life, enhancing benefits and rewards programs, working on the principles of equality among all employees, in addition to focusing on teamwork and effective participation. All of this is reflected in a high level of performance among employees and enhanced job creativity. It also leads to a decrease in the turnover rate, in addition to attracting the best talent. It may reflect positively on the growth and development of the company's productivity level, as well as attract a good reputation. Therefore, institutions seek to pay attention to the human element, as it represents one of the most powerful influences on which development and institutional excellence are based (Fisic, 2022).

According to this study, the researcher focused on providing a clear vision and a new and different perspective on the issue of quality of work life. This study will be applied to Bank Muscat, which is considered one of the first and largest financial and banking institutions in the Sultanate of Oman. Bank Muscat is always keen to provide the best services and performance to achieve excellence, achieve growth and the organization's goals, in addition to attracting a wide range of customers and increasing their loyalty. With extensive efforts from the bank, it achieved many achievements and won many awards (Khan & Almaktoumi, 2021). From this standpoint,

the work life in Bank Muscat will be revealed and the extent of its employees' satisfaction, and whether the work life has an impact on their abilities and performance at work. In this study, the effects of quality of work life on employee performance and satisfaction at Bank Muscat were evaluated. In addition, this study reveals the relationship between work life and employee performance and satisfaction. Moreover, it will include a precise analysis of the strategies that enhance the quality of career in Bank Muscat. As a final part of the project, some of the factors affecting quality of work life, employee performance and satisfaction in the bank will be evaluated and analyzed.

- When achieving quality of work life principles it will benefit:

<i>FOR EMPLOYEES</i>	<i>FOR COMPANIES</i>	<i>FOR SOCIETY & THE COUNTRY</i>
<ul style="list-style-type: none"> ➤ Increase the level of professional growth. ➤ High level of satisfaction and well-being. ➤ Maintaining mental health. ➤ Achieving professional ambitions and goals. ➤ A sense of belonging and cooperation. ➤ An opportunity to develop skills. 	<ul style="list-style-type: none"> ➤ Increase the level of productivity and efficiency. ➤ Achieving growth and success of the company. ➤ Attract the best talent. ➤ Reducing job turnover. ➤ Gain a competitive advantage. ➤ Increase company profits. ➤ Retain highly productive employees. ➤ Commitment and respect of employees to work policy. 	<ul style="list-style-type: none"> ➤ Promoting social justice. ➤ Promoting social and economic stability. ➤ Enhancing innovation and national productivity. ➤ Reducing unemployment rates in the country. ➤ Promoting health and well-being of individuals.

Table 1.1: Background of the Study

1.2. Statement of the Research Problem:

Bank Muscat is one of the most famous and largest banks in the Sultanate of Oman. The institution is interested in providing the best to its employees because they are the important and essential part of the success and growth of the institution. However, the company may face some obstacles, such as: resistance to the culture of change and management's fear of adopting new

practices and initiatives, which results in failure or loss of time. In addition, it is difficult for management to understand all the elements that contribute significantly to raising the quality of employees' work life. Given the importance of quality of work life, it is considered a great strategy for increasing employees' productivity and job creativity, which contributes to achieving the company's goals and gaining a good reputation. Bank Muscat seeks to change the current method and work culture by implementing many modern strategies to create a more appropriate and motivating work environment for employees and achieve psychological and job satisfaction for the individual in the organization. The aim of this project is to study and analyze the relationship between the quality of work life and employee performance and satisfaction at (Bank Muscat Corporation). Specifically, this study focuses on evaluating how all aspects such as the quality of work in the bank, organizational culture, work environment, professional development opportunities, enhancing communication, focus on rewards and benefits, as well as the balance between personal life and professional life. Through this study, all methods and initiatives that contribute to enhancing productivity and employee satisfaction will be identified, while providing some recommendations that the company must adhere to and implement to improve the level of quality of work life.

1.3. Aims and Objectives of the Study:

1.3.1. Aims:

The purpose of the study is to provide a new and in-depth view on the topic of quality of work life. According to the study, the resulting effects of quality of work life on employee performance and satisfaction at Bank Muscat will be evaluated. The study also sheds light on Analyzing the relationship between quality of work life and employee satisfaction and performance. In addition to an analysis of the strategies that Bank Muscat must adhere to and implement to enhance the quality of work life. As well as an evaluation of the factors affecting quality of work life and the performance and satisfaction of employees in the bank.

1.3.2. Research Objectives:

1. To evaluate the effects of quality of work life on employee performance and satisfaction in Bank Muscat.
2. To examine the relationship between quality of work life, employee performance and satisfaction in Bank Muscat.
3. To analyse the strategies that enhance quality of work life in Bank Muscat.
4. To assess the factors affecting the quality of work life, employee performance and satisfaction in Bank Muscat.

1.4. Research Questions:

1. What are the effects of quality of work life on employee performance and satisfaction in Bank Muscat?
2. How is the relationship between quality of work life, employee performance and satisfaction in Bank Muscat?
3. What are the strategies that enhance quality of work life in Bank Muscat?
4. What are the factors affecting the quality of work life, employee performance and satisfaction in Bank Muscat?

1.5. Scope of the Study:

The scope of the study is defined as a part that covers all accurate and comprehensive information about the project. The scope of the research may contain the criteria by which the study will work, for example, determining the primary goal of the study, the time period, the target population, the geographical location, the techniques used, as well as the theories and variables that will be focused on. Through the scope of the study, it gives the reader a clear view of the goals and purpose of the project (Landau, 2023). According to this project, it aims to identify the impact of the quality of work life on the performance and satisfaction of employees in Bank Muscat. In addition to analyzing the relationship between the quality of work life and the performance and satisfaction of employees in the bank. Shedding light on the factors that increase the quality of work life. In this research is a case study of Bank Muscat which is considered one of the most famous and largest financial institutions in the Sultanate of Oman. The questionnaire will be sent via Google form to Bank Muscat employees to obtain answers by conducting a questionnaire containing several questions about the extent of employees' satisfaction with the job life provided to them in the company. In addition, what are the methods and procedures followed by the bank to develop career development in order to obtain participants' responses to analyze them and reach appropriate results and solutions. The target group in this project is Bank Muscat management and employees. In addition, the research geographical location will be at the main branch of Bank Muscat in Muscat Governorate. Regarding the time period to complete all study requirements, starting from March 8 to June 7. This project took about 12 weeks.

1.6. Significance of the Study:

According to the results of the study, the group that benefits from the results of the study are employees, Bank Muscat Corporation and other companies, future researchers, employees, as well as the government of the country.

- Bank Muscat Corporation: Through the results, Bank Muscat will be interested in implementing some strategies to increase the level of quality in work life and to make employees more satisfied. Through the study, Bank Muscat will gain a broad vision of understanding the needs of its employees, which will help in employee commitment and increase their loyalty, which will contribute to developing the company's productivity and increasing its growth.

- Companies: The results of the study also target companies by understanding the importance of the impact of work life on employees. Companies can use the results of the study to develop work policies, provide healthier and more comfortable working conditions for employees, as well as enhance quality of work life programs to enhance employee satisfaction, increase their productivity, and work with the best quality, which is reflected in the company's success.

- The society: In addition, focusing on the issue of career has a positive impact on society, in terms of improving social relations, promoting the health and well-being of individuals, as well as community prosperity. The results of the study have a direct benefit to society as a whole.

- Employees: Through the results of the study, employees may benefit from understanding the elements and methods that have a role in influencing the quality of work life, which contributes to increasing their satisfaction and motivating them to exert their utmost effort to develop the company's business. Also to improve relations between company management and employees.

- Country government: Moreover, the results of the study will be important and useful to the government of the Sultanate of Oman by shedding light on the importance of the issue of work life and how it affects individuals through developing laws and work

policies that may protect employees and promote a high-quality work life to enhance stability. And safety in the country, in addition to strengthening the economy in the country.

- Future researchers: The results of the study will also benefit future researchers. This study can be a reference for researchers by understanding and learning more about (the extent to which work life affects employee satisfaction and increasing their performance), and researchers can also use the conclusions and results to obtain a clear vision about the topic.

1.7. Limitation of the Study:

Researchers' recognition of the difficulties and limitations they faced during the research study is one of the things that increases the credibility and confidence of the study. According to this study, there are some unexpected challenges and difficulties that occurred during the implementation and completion of the study.

1- Lack of reliable information: One of the difficulties that the researcher faced during the study was the lack of sufficient and correct information from reliable sources to use and rely on in the study, and this may hinder the results of the study and reduce its credibility.

2- Time constraints: One of the biggest challenges that has a negative impact on the quality of study is the lack of time. The researcher faced some obstacles as a result of commitment and completion of all project requirements in a very short period of time.

3- Confidentiality restrictions: The study may be limited because there is some private and confidential data of the Bank Muscat, which prevents the researcher from obtaining some important and more accurate information to reach the required results with correct details.

1.8. Operational Definition of Terms:

- 1- Quality work: It refers to a group of factors that affect the employee's productivity and capabilities in the workplace, and guarantees him a safe and healthy work environment that helps him achieve all his professional tasks with the highest quality and at a high level that exceeds the company's expectations (Spacey, 2023).
- 2- Employee satisfaction: Employee satisfaction is the feeling of happiness and positivity that employees feel about their jobs and the work environment. Employees assume that it is one of the most important indicators that increase the organization's productivity and

success. A satisfied employee always strives to achieve all tasks to the best of his ability (BasuMallick, 2021).

- 3- Employee performance: The concept of employee performance refers to how the employee performs his tasks, responsibilities and duties required by his job. That is, it is a measure that shows the extent of the employee's effectiveness in completing his work, and the extent of his contribution to achieving the organization's goals. Performance is the result that an employee achieves when he performs any work for the company (Donohoe, 2019).

1.9. Structure of the Research:

CHAPTER	CHAPTER ABOUT
CHAPTER 1: INTRODUCTION	This part contains a background on the subject of the study and the objectives, as well as the research questions. In addition, the research problem and issue will be determined. Also discuss the scope and limitations of the study. In addition to defining some operational terms in the study. Finally, a discussion of the structure followed from the beginning to the end of the research.
CHAPTER 2: LITERATURE REVIEW	This part aims to search for articles and previous studies related to the subject of the study through websites and books. To discover the findings of other researchers on the topic of quality of work life. Then, previous studies are discussed and analyzed to reach conclusions and a comprehensive and in-depth vision on the subject of the study and obtain the best results and solutions.
CHAPTER 3: RESEARCH METHODOLOGY	In the third part of the research, light will be shed on identifying the methods that the researcher used to complete the study, which include the research design (the structure of the study) and the study population (the target group). In addition to the technique used to collect information (identifying primary and secondary sources), as well as determining the methods and techniques used in the study to analyze the data, also discussing the sampling technique and the sample size selected for the study, in addition to ethical, legal, and social considerations. In the last point, focus on research instruments and validity and reliability testing. And the chapter summary.
CHAPTER 4: DATA ANALYSIS	While in the fourth part, the researcher will present the data collected through primary sources (questionnaire) and will be analyzed using bar graphs, histograms, & pie charts. In the next stage, the results reached by the researcher are discussed and analyzed and compared with the results of literature reviews. Finally, provide a summary of the chapter.

CHAPTER 5: SUMMARY OF FINDING, CONCLUSION & RECOMMENDATIONS	In the final part of this project, the important results that were achieved in Chapter Four will be summarized. It will also include the conclusion and limitations. In addition to the best recommendations that may benefit the company as well as the employees on the subject of (quality of work life), and finally, future research.
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Table 1.9: Structure of the Research

1.10. Summary:

The first chapter (Introduction) discusses the importance and role of high-quality work life in improving employees' performance and enhancing their satisfaction, which contributes to achieving the company's goals and increasing its productivity. It also includes the research objectives and aims. In addition to description and clarifying the study problem statement that will be investigated. With a discussion of the obstacles and challenges that the researcher faced during the research process. In addition, definition of some basic terms mentioned in the report. The second chapter (literature review) includes an analysis of previous articles related to the subject of the study in accordance with the research objectives, while presenting the results reached by the researchers to be analyzed and evaluated to reach the results.

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CHAPTER 2: LITERATURE REVIEW

2.1 Introduction:

For this part, many previous researches and studies that were conducted on the topic (quality of work life) were selected for the purpose of analyzing the results reached by other academics, and for a deep understanding of the topic of quality of work life and the extent of its relationship and impact on the performance and satisfaction of employees. This chapter contains the most important headings: The concept of quality of work life, Employee performance, Employee satisfaction, The effects of quality of work life on employee performance and satisfaction, The relationship between quality of work life and employee performance, The relationship between quality of work life and employee satisfaction, Strategies that enhance quality of work life, The factors affecting the quality of work life, employee performance and satisfaction, and The theories of quality of work life.

2.2 The concept of quality of work life:

According to Leitão et al., (2019) quality in work life is described as “the degree of excellence in the work environment,” which aims to pay attention to and improve various aspects that have a role in affecting the employee’s life in the workplace in terms of enhancing employee loyalty and satisfaction, which contributes to achieving the organization's strategic goals at the level of performance and growth.

In addition, Karoso et al., (2022) the quality of work life is a set of continuous and planned methods that aim to achieve a balance between the needs of work life and the personal lives of employees through change for the better towards securing suitable and safe working conditions for them, a system of promotions based on professional competence. . In addition to providing a suitable and healthy work environment through the participation of employees in making appropriate decisions for the company, which makes the employee feel safe and job satisfied, so he makes the maximum effort possible in carrying out his job duties.

The quality of work life is concerned with studying and analysing the factors upon which management relies and seeks to achieve in order to provide a better work life for employees. It is a planned, long-term and purposeful process for both employees and the organization. Commitment to quality of work life providing a positive and appropriate work life with providing all the needs and rights of employees, this contributes to the success of the organization and raising its competitive performance (Bhende et al., 2020).

There is another concept, according to Hadijah et al., (2019), that the concept of quality of work life refers to “the humanity of the work environment”; Because it is a comprehensive concept for all human issues and influences in the work environment, taking into account the needs and constitutional rights of workers, giving them the freedom to express their opinions, as well as achieving justice and equality among all workers, in addition to providing them with a good and positive work climate. This creates a kind of stability and satisfaction with their work life so that they are more able to innovate and take responsibility.

While Shibi (2019) described the concept of quality of work life as an important administrative process that seeks to pay attention to the human element in terms of achieving a work environment in which all the material and moral factors are available to employees to make them more loyal to the organization, increase employee participation and enhance their productivity.

2.3 Employee performance:

Performance is considered the level of employees’ efforts to achieve the company’s goals and development. Performance focuses on the experiences, abilities, and skills of employees according to a set of requirements that include job qualifications. Outstanding performance contributes to creativity and innovation in the performance process. Performance is a continuous process of production that requires focus and effort to improve the quality of work productivity (Asharini et al., 2018).

While Daniel (2019) believes that performance is the basic indicator that highlights the level of the employee in carrying out his required tasks in accordance with the standards set by the

institution. Accordingly, the indicator aims to clarify a comprehensive vision of how employees perform in adhering to and achieving organizational goals in light of work rules, which include: - discipline at work. -The employee achieves the set goals on time. -The quality of the work performed by the employee and the extent to which it meets the required standards. -The employee's ability to innovate and think creatively to improve performance.

In addition to, Arief et al., (2021) employee performance is the way in which the employee accomplishes the responsibilities and tasks required by his job; That is, it is a measure that shows the employee's effectiveness in contributing to achieving the organization's goals. It refers to the behavior with which the organization evaluates the employee who performs all his tasks with high efficiency. The researcher pointed out some types of employee performance: - Performing tasks: The employee completes all the activities required by the organization. -Adaptability: the employee's ability to accept the changes and new responsibilities implemented by the organization. -Quality of work: The employee's keenness to carry out tasks efficiently and with high quality.

Also, According to Angin et al., (2020) described that employee performance is considered an essential and influential factor in the success and development of the organization. The success of any business depends on how well its employees perform. Employee performance contributes significantly and directly to productivity and the development of the organization's overall performance. Given this influence, organizations need to constantly evaluate employee performance with the aim of raising staff performance levels.

2.4 Employee satisfaction:

According to Al Kurdi et al., (2020) stated that employee satisfaction is an interaction between the individual and his job, and it reflects the extent of the employee's commitment, interaction and belonging in the internal and external work environment. Employee satisfaction expresses a set of functional feelings that the employee feels toward his work. Employee satisfaction also indicates the degree to which the employee feels confident and secure about his job. The researcher pointed out the importance of job satisfaction, which plays a role in employee well-being, improving productivity, retaining highly skilled employees, in addition to promoting a culture of innovation. Organizations must strive to give priority to job satisfaction in order to enhance productivity and the success of the organization.

While he defined Mugira (2022) employee satisfaction is a set of positive feelings that an employee feels toward his job. As a result of achieving his desires at work. Job satisfaction occurs when employees feel that they have room for growth in their careers, a good work-life balance, and a stable job. All of this is reflected in the energy of employees and increases creativity and job innovation.

In addition, Ertürk (2022) pointed out in his article that employee satisfaction does not depend only on the nature of the job, but rather depends on the standards and expectations that the job

provides to the employee. The employee's happiness and satisfaction at work are linked to the following elements: - Leadership and social relations. - Good salary and financial incentives. - working conditions. - Stability at work. - Satisfaction with promotion, in addition to opportunities for advancement.

Moreover, the researcher Arief et al., (2021) explained that the results of employee satisfaction affect both the employees and the organization. From the employees' point of view, if the employee feels respected and satisfied with the work, this may be a positive reflection on the quality of work, as this increases the improvement of psychological health and reduces the level of stress. The employee is also prepared to provide his best effort to achieve success and excellence in the tasks, in addition to High level of employee confidence in his skills and abilities at work. While from the organization's point of view, imposing employees leads to positive cooperation as well as an increase in the level of employee productivity, which directly affects improving financial performance and improving the quality of services provided by the organization.

Description Jensen & Voordt (2021) Employee satisfaction is a feeling of happiness, which is ensuring mental and physical safety and enhancing safety and satisfaction with the work life policy and culture to which the organization is committed. Satisfaction refers to positive thoughts and attitudes toward the profession or job responsibilities. Meaning that satisfaction is not only about advantages or achievements and has nothing to do with promotions, but rather it is the employee's feeling of comfort and enthusiasm for what he achieves through his ambition and desire for career development.

2.5 The effects of quality of work life on employee performance and satisfaction:

Based on the results of the study, there is a direct and positive impact on the quality of work life on increasing employee productivity. Work life has an important role in improving the capabilities and efficiency of employees. Employees who enjoy a positive and high-quality work life have a higher productivity rate. A career that enjoys all quality methods contributes to enhancing well-being and professional creativity. On the other hand, organizations that are keen to provide quality of life programs have the ability to achieve competitive advantage and a high level of production (Hadijah et al., 2019).

According to Alsharah (2020), the study aimed to clarify in depth the impact of the quality of work life on employees' performance (the study was conducted on doctors and nurses working in the Ministry of Health sector in the Kingdom of Saudi Arabia). The study limited a convenience sample of employees to 418 employees. According to the results, it was found that the effect of increasing the productivity rate, as well as the employees' sense of satisfaction and stability in the job, increased by 83.6%. This is the result of attention to all aspects of quality in work life, such as providing means of job security, motivating employees through thanks or rewards,

enhancing the culture of communication and cooperation, setting goals and plans for the job, in addition to respecting the employee and listening to his needs.

According to Ishfaq et al., (2022), studies have proven that organizations' commitment to the principles of quality of work life has a positive impact on employee satisfaction and performance. It includes the psychological, social, and physical conditions that contribute to enhancing the job capabilities and well-being of employees. The organization's commitment to implementing all quality methods in work life can be a useful investment and have an impact on increasing employee loyalty, promoting innovation, in addition to the employees' keenness to provide the best performance to achieve the organization's goals.

In another study, the study aimed to investigate the impact of the quality of work life on employee performance and job satisfaction in hotels in the Ubud area of Bali. The number of participants in the study was 240, randomly selected from 14 hotels. The results indicated that employees enjoy high satisfaction with the work life provided to them. The quality of work life has a strong and positive impact on work motivation and improving employee performance. In addition, employees' desire to continue working increased by 35.8%. It also contributed to employees feeling satisfied in terms of participating in decision-making, or obtaining opportunities for personal and professional development. Moreover, motivated employees are those who have a desire and passion to provide good service (Sari et al., 2019).

2.6 The relationship between quality of work life and employee performance:

Based on Leitão et al., (2019) many studies have been conducted on the subject of quality in professional life. Improving the quality of work life and committing to its various factors and programs by fulfilling all the needs and requirements of employees in all their moral, material and social forms will lead to an increase in the productivity rate and the enthusiasm of employees in their desire to work at the best quality.

In addition, the researcher Karoso et al., (2022) emphasized in the study the role of organized management's interest in employees by providing them with the best work life. This will lead to the formation of human competence with high skill and ability. The more employees realize that management supports them and motivates them; The more this increases their loyalty and commitment to the organization. The researcher also revealed some quality factors in work life that are linked to the development and growth of employee performance in the organization, such as providing opportunities for professional development, enhancing the culture of communication between management and employees, rewarding employees for their efforts, providing a safe and healthy work environment, and fair wages and rewards. Balance between professional life and personal life, as well as job security.

Moreover, they agreed Tri et al., (2021) in the study on the effects of quality of work life on employee performance (of Hotel Employees in Lombok). To reach the study results, a

questionnaire consisting of several questions was conducted to examine the extent of the impact of work life on employee performance. A sample size of 150 employees was used. The results showed that the relationship between the quality of work life and the performance of employees is a mutual relationship and directly and indirectly affects their performance and productivity at work. Researchers have found that employees who enjoy a positive and high-quality life are more likely to be committed to performing their required tasks with the utmost quality, in addition to the employees' desire to achieve their professional goals and constantly strive to develop their skills and experience.

Also, according to the study conducted by Thakur & Sharma (2019), it has been shown that “stimulating, healthy, and safe” working conditions have a direct impact on human efficiency and capabilities and are positively related to employees' performance. The researchers concluded that organizations that have continuous high productivity and growth may be the result of the organization's interest in its employees and the focus on giving priority and responsibility to the rights and needs of employees in their professional lives.

According to Al-Otaibi (2020), the study aimed to impact the quality of work and life on the performance of employees at Dawadami Hospital in the Kingdom of Saudi Arabia. To reveal the results, a sample of 231 employees was used, including various departments of Saudi nationality and different nationalities. According to his findings, there is a strong relationship with the quality of work life and its impact on the level of employee performance at a rate of 70.1%. The researcher suggested focusing on the principles of quality in work life, and it is necessary for the organization to commit to providing a work environment in which employees feel safe in their jobs, as well as the organization's interest in improving salary levels in proportion to economic conditions. In addition to that, it raises employee morale, motivates them to exert their efforts, and encourages them to develop their creative abilities. All of this has a positive impact on the growth of productivity and employee capabilities.

2.7 The relationship between quality of work life and employee satisfaction:

According to a study conducted by Jahanbani et al. (2018), the aim of the study is to analyze the relationship between the quality of work life and the satisfaction of employees in health centers in Ahvaz, Iran. To collect participants' responses, a questionnaire was conducted, and 143 employees were selected using a random sampling method. The researchers found that the results indicate that there is a direct link between the quality of work life and employee satisfaction. The relationship was moral. The study revealed that quality methods in work life, such as healthy and safe working conditions, development opportunities, as well as wages and benefits, job characteristics, and motivation, have an impact on employee satisfaction, performance, and commitment.

According to Butt et al (2019), there is a positive relationship between the quality of work life and employee satisfaction. That is, the more employees feel satisfied and accepted with the professional life offered to them, the greater their loyalty and commitment to achieving the

company's goals. High quality work life and benefits have a significant impact on employee loyalty to the organization. The quality of their professional lives provides them with material and psychological satisfaction.

While in another study by Sankar (2018), it aimed to evaluate the relationship between quality of work life and satisfaction of nurses working in the Tiruvallur region, India. The target group for the study are nurses working in private and government hospitals in Tiruvallur district. To reach the results, a sample of 50 nurses was used (25 nurses from private hospitals and 25 nurses from government hospitals). According to the results, the study indicates that there is a strong and positive relationship between the quality of work life and nurses' satisfaction. The results indicate that participants feel satisfied and satisfied with their work life. From the researcher's point of view, when employees feel completely satisfied with work-related tasks, their performance improves significantly. Therefore, it can be inferred from this definition that the quality of work life has a strong impact on the happiness and satisfaction of employees. Employees with a high level of job satisfaction are the ones who have the best performance and commitment, unlike employees who are dissatisfied with their work.

While it was stated in a study conducted by Alfani and Hamza (2019) that the results and conclusions were positive about the changes and employee satisfaction with the application of quality of work life factors in institutions. This gives employees a feeling of support and attention and achieves job stability. The study summarized some of the factors that allow officials to measure employees' satisfaction and happiness with work life by conducting a survey of employees and seeking to improve their suggestions. In addition to holding individual meetings on an ongoing basis to obtain employees' opinions about their work lives.

Moreover, Shojaee (2023) stated, in his study he evaluated and studied the relationship between quality of work life and employee satisfaction in Kerman Municipality. The questionnaire was used to measure the quality of work life and employee satisfaction. The target number of the study was 3,000 employees who were randomly selected. The results indicate that there is a positive and significant relationship between the quality of work life and employee satisfaction. The study revealed that the quality of work life has a strong impact on employee productivity and satisfaction. The workers feel comfortable and satisfied with their jobs and that their jobs fully meet their needs. The analysis of the study proved that the municipality of Kerman enjoys some quality elements in work life in terms of personal and professional development, well-being, monthly income and bonuses, balance between personal and professional life, in addition to a safe work environment, which enhances satisfaction and safety for employees.

2.8 Strategies that enhance quality of work life:

According to Golovina et al. (2019) their mentioned that there are several strategies that raise the quality rate in professional life and pointed out:

- Providing safe and healthy working conditions: This includes the organization's keenness to implement training and awareness programs for workers about safety and health in the workplace and training on how to deal with hazardous materials. In addition, periodically monitor and conduct crisis checks to ensure that all safety policies are consistent in the work environment.

- Employee satisfaction: To enhance employee satisfaction, the organization must take several procedures and policies. Regarding the moral aspect: providing a positive work environment and creating cooperation and participation among employees to enhance the feeling of comfort and satisfaction with work life. While, on the financial side: providing additional rewards and benefits such as health insurance.

- Opportunities to develop and develop human capabilities: This is through providing training workshops to develop skills such as (communication skills and leadership skills). Also providing feedback to employees periodically according to their performance, which contributes to identifying their strengths and weaknesses and helps improve their performance and professional abilities. In addition, motivating employees and encouraging them to continue learning by offering rewards according to their performance or encouraging them to attend training programs to enhance their professional performance.

- Balance between work life and personal life: The organization must follow some procedures that help its employees balance their personal lives and work lives through:

- 1- Providing flexibility in work by specifying working hours.

- 2- Providing workshops or training courses for employees on how to manage their time while ensuring that they carry out all their personal and professional tasks.

- Constitutional rights of employees in the organization: equality and justice among all employees, the right to express opinions and the freedom to submit suggestions in the workplace, as well as the right of employees to receive fair and appropriate salaries according to their effort and performance at work (Golovina et al., 2019)

In addition, researchers Karoso et al., (2022) believes that there are aspects that, if implemented or improved, contribute to a great impact on improving the quality of job life. For an organization to excel in its operations and productivity, attention must be given to the basic resource, which is (the human resource). The main goal of attempts to improve the quality of work life falls under several strategies according to the following indicators:

- Good supervision of workers.
- Paying attention to the psychological and social conditions of workers.
- Opportunities for employees to participate in decision-making and company goals.
- Jobs that are highly enjoyable and rewarding.
- Concern for the interests of workers' rights.
- Job redesign.

According to Mugira (2022), he mentioned in his article about the three most important strategies that raise the level of quality of work life and have an effective role in enhancing

employee satisfaction and development. Organizations must adhere to it to attract talented employees, increase the organization's productivity, and reach its goals.

Motivating employees to innovate: Motivating employees to think creatively is an essential element for enhancing the culture of innovation in organizations. When employees are encouraged to think creatively, this helps enhance their abilities to come up with new ideas that develop the organization's performance and excellence. By providing a stimulating and positive work environment, as well as encouraging employees to present new ideas and participate in decision-making, in addition to providing the necessary resources that the employee needs to develop skills.

Create special plans for individual development: Every employee has an individual working and learning style, so it is important for the company's management to listen to their goals and interests, discuss strengths and weaknesses, and develop a clear plan to develop the employee's skills and abilities. The company's management can also follow comprehensive and diverse strategies for employee development by providing employees with all the appropriate tools, or planning continuous training programs that are commensurate with their goals and career path. This increases the employee's interest in his work and provides the best results.

Listening to employee viewpoints: When employees feel like they are an essential part of the company's decision-making process and that their views and opinions are heard, it can increase engagement and improve employee engagement. Listening to employees' opinions and suggestions has an important role in enhancing trust and building a good relationship between company management and employees (Mugira, 2022).

2.9 The factors affecting the quality of work life, employee performance and satisfaction:

According to Daniel (2019), his study aimed to examine organizations' commitment to applying quality principles in work life and how they impact employee satisfaction and high performance. Companies' attention to some factors that enhance the quality of work life has a positive impact on employees because it provides them with material, psychological, and moral comfort, and makes employees more loyal to the organization. It increases job and psychological satisfaction, and reduces negative behaviour as well as stress and anxiety resulting from work pressures. Employees will make every effort to raise their productivity and work capabilities and ensure high quality in implementing all company services and tasks.

In addition, Thakur & Sharma (2019), pointed out some influential interventions through which employees' performance can be improved and their satisfaction enhanced, such as professional development by encouraging employees to innovate and listening to their ideas and suggestions so that employees feel their importance within the organization. In addition to motivating employees by recognizing their efforts and promoting a culture of rewards and promotions on a regular basis. In addition to improving the work environment and providing a stimulating and positive organizational climate.

According to Alfani & Hamzah (2019) the study identified the factors that have an impact on the quality of work life on performance and employee satisfaction among faculty members at Riau Islamic University. The questionnaire was distributed to 200 teachers. The results indicate that a large percentage of teachers enjoy a healthy and stimulating professional life. They feel satisfied and comfortable and are ready to improve their performance and develop their functional skills. It was a result of the presence of quality factors that are compatible with work life through the work climate, opportunities for advancement and career advancement, respect for employees, and job security.

On the other side, there are also some negative factors that may directly affect the performance and satisfaction of employees, such as a toxic work environment, psychological and professional pressures, misunderstandings with management or colleagues, instability and job security. Accordingly, a study was conducted on the factors that predict the quality of work life among nurses in hospitals in Bangladesh. To arrive at the results, a sample of 288 nurses was used, randomly selected from 6 hospitals. The result was that the quality of work life in Bangladesh was at a low level, which affected the productivity of hospitals, as a result of the low rate of employee performance and the lack of incentive to provide the best work, as well as a decline in the levels of satisfaction and job stability among nurses. It was found that there are negative factors as a result of low monthly income, unsuitable work environment, and work pressures (Akter et al., 2018).

In another study, according to Abd Rabo (2018), the study aimed to reveal the extent of the impact of the quality of work life on the performance and participation of employees in the Electricity Transmission Company in Egypt. The number of participants in the study was 259 employees. Based on the study, there was a low degree of compatibility between employees and the organization. The analysis showed that the approval rate on the quality of work life reached only 57.89%. It has been shown that work life needs improvement, as a result of the negative effects it causes, which have a direct relationship to the decline in the rate of employee performance and participation. In addition, it has an impact on psychological health, which means an impact on employee satisfaction. It was found that there are negative factors as a result of the low percentage of training and development programs in the company, the poor relationship between management and employees, as well as the low monthly income and bonuses.

2.9.1 The theories of quality of work life:

According to Stennett (2023), companies can adhere to and follow some theories that enhance quality in work life and affect employee motivation, which enhances their productivity and raises their level of satisfaction at work.

1- Taylor's theory:

According to Taylor's theory, which focuses on developing employee competencies and productivity through improving and analysing work processes. Which includes three main principles:

1- Employers must choose the right employee in the right place in accordance with his abilities and experience. Employees must receive appropriate training to help them work efficiently.

2- The company's management must monitor and evaluate employee performance regularly. In addition to providing appropriate instructions and support to ensure the quality of productivity and work.

3- The necessity of dividing work tasks among employees in a fair and appropriate manner. This allows responsibilities to be clearly defined, reduces anxiety and stress, and also helps raise employee productivity.

2- Herzberg's theory:

For Herzberg's theory, several employees were interviewed to ask them to think about a time when they felt comfortable and satisfied with their jobs and why. According to the results, Herzberg summarized that there are two influences on employee satisfaction:

First, Hygiene Needs: These needs relate to the conditions surrounding work, and he referred to some factors such as working conditions, company policy, relationships with colleagues and employers, compensation, as well as financial factors. If these needs are met, it may lead to increased employee satisfaction and they will be willing to stay longer in the organization and provide better services.

Secondly, Motivation Needs: These needs relate to personal factors and include continuous motivation and support, professional development, promotions at work, special responsibilities, and providing thanks and appreciation. This contributes to raising employee morale (Stennett, 2023),

According to Verma & Sharma (2018), the purpose of this research is to explore the theoretical framework for creating a positive and high-quality career that affects employee performance and motivation. According to the theory developed by psychologist Viktor Fromm, it is a motivational theory that explains how individuals make decisions about different behavioural alternatives. Vroom's expectancy theory is based on three critical components. These components interact to create a motivational force that drives an employee to behave in a certain way. In addition, Vroom's theory of expectations provides a clear vision on how to motivate employees and encourage them to achieve high and continuous performance through organizations' commitment to some methods that contribute to creating a positive and high-quality work life. better.

- First, Building Expectancy: Empowerment and Training:

It is important to build positive expectations and great achievements among employees. This may mean providing employees with ongoing training and providing the necessary resources to enhance their confidence in their abilities. If employees feel that their efforts and competence will lead to good performance, they are more likely to perform at work.

- Second, Ensuring Instrumentality: Transparency and Fairness:

Next, companies need to clearly ensure and measure employee performance and results. This may mean that it is important to recognize employee achievements, evaluate employee performance and provide feedback to improve their performance, as well as ensure a fair reward system. Employees need to see that their high productivity makes a difference in the growth and success of the company, which enhances their continuity to meet the best results.

- Third, Enhancing Valence: Tailored Rewards:

To promote parity, rewards and promotions should align with what employee's value. This requires understanding the individual needs of employees. For some, opportunities for professional growth or work-life balance may be a strong motivator. While others find that the salary increase is supportive and the rewards are strong (Verma & Sharma, 2018),

According to Hale et al., 2018, Maslow's theory, known as "Maslow's Hierarchy of Needs," is a framework for motivating and understanding individuals within the work environment, and it is linked with the concept of Quality of Work Life (QWL). Companies can implement Maslow's Hierarchy to better understand employees' needs to stay longer with the company and enhance their satisfaction. Maslow described needs as having five levels:

1- Self-actualization needs: At the top level of Maslow's pyramid of needs, he focuses on encouraging employees to innovate and motivating them to achieve their personal and professional goals by providing a clear plan, giving employees the opportunity to work on creative projects in new ways, giving employees the freedom to make some decisions related to tasks, and providing feedback in a way that... Regularly monitor the performance of employees to improve their skills and abilities at work.

2 - Esteem needs: Employee appreciation is one of the factors that positively affects their productivity. By recognizing their achievements and providing incentives and rewards to encourage them to work. In addition to providing opportunities for training and development. Appreciation enhances the motivation and enthusiasm of employees to exert their best efforts and achieve outstanding performance to satisfy the organization and achieve their professional goals.

3- Love and belongingness needs: The third level focuses on promoting positive relationships between employees, and creating a collaborative teamwork culture. Opening channels of communication and encouraging employees to share their opinions and viewpoints. A positive work environment has a major role in reducing turnover rates, increasing employee satisfaction and enhancing their loyalty, in addition to increasing their productivity and working to achieve the best performance.

4- Safety needs: The safety needs of employees include some aspects such as:

- *Job security:* Guaranteeing job security, which also includes health and financial security.
- *Physical safety:* Providing all occupational safety and health procedures, maintaining equipment continuously to reduce risks, providing safety equipment for employees.

- *Financial security*: Providing financial rewards and incentives according to employees' performance, providing comprehensive health insurance.

5- Physiological needs: The employee's physiological needs are met by providing a positive and comfortable work environment and ensuring adequate rest periods for employees. Keeping health needs met ensures that employees are in a good psychological and health condition, which contributes to improving their productivity at work (Hale et al., 2018).

In addition, according to one of the theories that enhances the quality of work life, which was developed by psychologist Julian Rotter's, which is the Job Control Theory. The theory explains the idea that control and control over work tasks has a significant impact on employee behaviour and productivity. The theory is clarified in understanding the relationship between control in the workplace and employee satisfaction and performance. Through the theory, the results were that employees who have the ability to control their tasks in the workplace feel the highest levels of job satisfaction. In addition, they have the ability to organize work according to their competence, which enhances their productivity and commitment to achieving the required tasks with the best result (Gameiro et al., 2020). Key factors of the theory include:

1- Controlling decision-making: Giving employees the opportunity to make decisions and share their views gives employees a feeling of interest in work and responsibility, which motivates them to work with the best quality.

2- Controlling tasks: Organizations can give employees the opportunity to control tasks, set priorities, and plan professional goals. This contributes to employee satisfaction and enhances their confidence and efficiency at work.

3- Guidance and support: This refers to the extent of support and motivation that the employee receives from the organization's management. Guidance and support are a powerful tool for an employee's personal and professional development. It is an effective way to help employees advance in their careers by identifying their strengths and weaknesses and knowing their abilities and skills at work (Gameiro et al., 2020).

2.10 Summary:

We conclude from the above-mentioned literature review that most research indicates that a high-quality work life is closely related to employee performance and enhances their satisfaction. The employee may be greatly and directly affected on the job life offered to them and what it contains. Through the results of research, it has been shown that the quality of work life has a strong relationship with the employee's performance and satisfaction. The more the employee feels that the organization cares about him and provides him with material, moral, and social needs, the more the employee's loyalty increases for providing the best performance to achieve his professional goals, as well as achieving the organization's goals. While in the next chapter (research methodology), the method that the researcher will follow to carry out the project will be determined. Which includes several steps: Research Design, Data Collection Techniques, Data Analysis Technique, Sampling Technique and Sample Size, Population of the Study, Research Instruments and Validity and Reliability Testing, and Legal, Ethical and Social Considerations.

CHAPTER 3:

RESEARCH METHODOLOGY

3.1 Introduction:

Research methodology refers to the procedures and techniques that the researcher relies on to identify and analyze data related to the subject of the study. It is a process through which the researcher determines the design of the study and chooses the appropriate research tools so that the researcher can meet the objectives of the study and achieve reliable results (Hassan, 2024). The third chapter includes all the important aspects followed in this project, including research design, information collection technique, information analysis technique, sampling technique and sample size technique, research tools, study population, validity and reliability testing, in addition to considerations Legal, social and ethical.

3.2 Research Design:

Research design refers to the structure that the researcher will rely on. It is considered the initial and basic step in preparing the research. It is a strategic framework relied upon by the researcher that determines the methods and procedures for collecting and analyzing data to reach the objectives required for the study. In addition, its importance lies in ensuring the quality of research and making the best decisions to develop the best results (McCombes, 2024). The type of research design used in this project is (descriptive or exploratory research design). In this strategy, the researcher is interested in describing a specific issue, situation, or phenomenon within the framework of the research study. Descriptive research is one of the methods that focuses on the theory of collecting and analyzing information and then presenting it in an accurate descriptive form. This allows researchers to reach results and a deep insight into the causes of the problem to make the best decisions to solve it (Hassan, 2024). Descriptive research was used to determine the impact of the quality of work life on the satisfaction and performance of employees at Bank Muscat by relying on primary sources (questionnaire) as well as secondary sources (books, literary reviews, and articles) to reach conclusions and to find out the main causes of the research problem and find appropriate solutions.

Advantages of descriptive research:

- Research can use a wide range of methods to collect data, such as observation methods, questionnaires, and case studies.

- In addition, descriptive research allows providing a comprehensive and accurate picture of phenomena in various fields.
- Descriptive research contributes to a deeper understanding of cultural and social variables without the need to rely on complex analytical techniques.
- The results also allow descriptive research to provide an accurate understanding and analysis of reality, which helps in making the best decisions.

The type of data used in this study that the researcher wishes to analyze is (quantitative data). Quantitative data depends on analyzing data using numbers and statistics to understand and obtain a clear vision about the phenomenon or population group targeted in the study. One of the advantages of the quantitative approach is the ability to measure and analyze data more accurately. The study can be repeated to achieve and confirm the results. The quantitative approach helps in processing and analyzing huge data with ease. Quantitative research also provides strong and comprehensive evidence for making appropriate decisions in different fields (Sreekumar, 2023). Quantitative research will be used to measure the impact of the quality of work life at Bank Muscat on the performance and satisfaction of its employees. The quantitative approach will focus on statistical as well as numerical analysis through questionnaire questions collected from the target population of the study. Analyze data using tables and graphs to clearly interpret the results.

Characteristics of quantitative research:

- In quantitative research, it relies on structured tools such as questionnaires, surveys, or opinion polls. These methods help collect accurate numerical data, which facilitates data analysis.
- Quantitative research is conducted on a large sample size that represents the target population in the study to generalize the results.
- Quantitative research uses closed questions designed to align with the research objectives.
- Before collecting responses from participants, the researcher often focuses on previous studies related to the research topic to obtain in-depth background on the topic of study.
- The results of quantitative data are in the form of numbers and statistics. The data is represented using graphs, tables, or charts.
- In this way, the researcher can explore trends and variables, which allows the researcher to generalize concepts more broadly and obtain a clear vision that can make appropriate decisions.

3.3 Population of the Study:

The study population must be chosen with great precision, as this is reflected in the success of the research study and reaching reliable results. The main community in this project is the management of Bank Muscat Corporation, as well as all employees of the bank. In addition, the group that benefits from the results of the study are all institutions, employees, stakeholders,

executives, in addition to the government of the Sultanate of Oman. This study will present a clear vision to society by raising awareness about the importance of commitment to applying the principles of quality of work life and the extent of its impact on employee performance and satisfaction. The total number of employees at Bank Muscat in the year 2024 is approximately 3,779 employees. The number of participants in the study was randomly selected by distributing the questionnaire to employees via e-mail in various sections and departments to collect the participants' responses and obtain the correct results. 75 employees are selected to be part of the study through the Accounting Department, Banking Operations Department, and Human Resources Department.

3.4 Sampling Technique and Sample Size:

3.4.1 Sampling Technique:

Sampling technique is a method used by the researcher to identify a group of individuals who will participate in the study to make statistical inferences from them. The most important thing that must be present in the sample is that it bears the same characteristics as the population. So that the researcher can easily generalize the results in the research. The researcher should also study the advantages and characteristics of each sample and choose the sample that suits the objectives and type of research (Bisht, 2023). The technique used in this study is probability sampling, specifically simple random sampling. In this case, the researcher sets some criteria and selects participants randomly. What distinguishes this type of sampling is that all members have an equal opportunity to participate in the study. Researchers use the random sampling type because its results are often accurate and valid, and therefore they can be generalized to the study population. In addition, it is considered a simple and easy process (Simkus, 2023). According to this study, Bank Muscat employees were randomly selected from various departments in the company to obtain different opinions in order to reach accurate statistical conclusions to facilitate generalization of the results to the population targeted in the study.

Advantages of the random sampling method:

- In a random sample, it ensures that the results are generalizable to the population targeted in the study.
- When using a random sample, other researchers can repeat the same method to obtain similar results in future studies.
- Using the random sampling method is one of the processes that can be implemented easily and in a short time using appropriate statistical tools.

The random sampling process requires 5 basic steps:

- Step 1: Determine the population:

This step aims to determine the target population base for the study and to ensure that this group will be covered appropriately.

➤ Step 2: Determine the sample size:

In the next step, the researcher must determine the sample size appropriately to be truly representative of the population. It is necessary to choose a large sample size to obtain accurate and reliable results in the study.

➤ Step 3: Sample selection:

People are selected randomly from the target study population. This method ensures that each person gets an equal opportunity to represent the target group in the study.

➤ Step 4: Collect data from participants:

Once the participants are selected, then data collection can begin through several methods such as interviews, questionnaires, etc.

➤ Step 5: Data Analysis:

In the final step, after collecting the participants' responses, the data will be analyzed to reach the conclusions and results required to achieve the goal of the study.

3.4.2: Sampling size:

Sample size is described as the number of participants in the study and refers to the specific group from which information will be taken and collected. Determining the target population depends on the objectives of the study being described. According to the sample size in this study, 75 employees working at Bank Muscat were selected to be part of the study. There is justification for choosing 75 employees who represent the target group in the study. This is due to the difficulty of reaching a larger sample size of participants due to time constraints, and also the reason for focusing on demonstrating a high-quality study and collecting in-depth data. It is necessary to focus on a smaller sample size to analyze the data precisely.

3.5 Research Instruments and Validity and Reliability Testing:

3.5.1: Research Instruments:

Scientific research tools refer to the means or methods used by the researcher, whether in the process of Analyzing or describing an issue for the purpose of collecting data on which he will rely in his study. Through scientific research tools, the researcher can answer questions and reveal the causes of the issue to achieve the objectives of the study (Bhandari, 2023). According to this study, to collect data and reach the research objective, the researcher chose a questionnaire tool to explore and analyze the ideas of the target group in the study to reach the

desired results. A questionnaire was conducted specifically for Bank Muscat employees. Survey questions were prepared in a clear and understandable manner using Google forms. In this study, a questionnaire was created that contains 21 questions and contains two parts of questions. The first part includes demographic questions, which are considered personal questions such as (age, gender, employment status, nationality). In addition, the second part of the questionnaire will include questions related to the impact of the quality of work life on employee satisfaction and performance at Bank Muscat. To learn more about the relationship between the quality of work life and employee satisfaction, in addition to Analyzing the extent of the impact of work life at Bank Muscat on the productivity and performance of employees. Participants will be provided with options to express their level of agreement (strongly agree, agree, neutral, disagree, strongly disagree).

The reason for choosing to use the electronic questionnaire tool for this project is due to many reasons and advantages. It allows reaching the largest possible number of the statistical population targeted in the study in the easiest possible way while avoiding the effort, time and energy expended in traditional methods. The results and responses that are obtained using the electronic questionnaire is more accurate and can be analyzed faster to make the appropriate decision.

Advantages of using the electronic questionnaire tool:

- Easy access to participants anytime and anywhere.
- Ease of Analyzing data and obtaining results.
- Low data entry errors.
- The questionnaire allows the researcher to obtain different views and opinions on the research topic.
- Flexible questionnaire design.
- Low cost.

3.5.2: Validity and Reliability Testing:

According to SÜRÜCÜ & MASLAKÇI (2020) Validity and reliability are among the most important concepts used to evaluate the quality of research, and the goal of testing is to ensure that the methods used in the study are able to provide correct and reliable information to increase the credibility and validity of the results. The researcher relied on four types of validity assessment tests to ensure the validity of the research tool, which are construction methods, content, and criterion. In addition, to enhance the strength and validity of the results, the researcher adheres to some steps to ensure reliability and credibility in the research:

- It is necessary to choose appropriate and reliable tools to conduct the research process.
- To obtain generalizable results, participants must be carefully selected.

- To ensure high-quality research, appropriate statistical methods must be used to analyze the data accurately.

3.6 Data Collection Techniques:

Data collection technique refers to the process in which information is collected from various sources by collecting, measuring, organizing, and Analyzing data, which then enables the researcher to obtain information and conclusions in order to arrive at answers and evaluate the final results. Which will be relied upon in scientific research. It is important to ensure that all data is collected from reliable sources to obtain correct and accurate decisions and results (SINGH, 2023). For this study, primary and secondary sources were relied upon to collect the necessary information to reach accurate results.

❖ Primary sources:

To save time and obtain reliable results, a questionnaire was conducted for Bank Muscat employees and distributed via email in the company's various departments. The questionnaire contains two parts of questions: The first part focuses on demographic questions, for example (gender, age, employment status, length of work in the bank, as well as nationality). In addition, to obtain more details in the second part of the questionnaire, some questions will be asked to employees about measuring the quality of work life at Bank Muscat, and whether work life has a role in influencing employee performance and satisfaction, as well as taking the participants' views on procedures. And appropriate factors to enhance the quality of work life. This is in order to collect necessary responses to complete the research study correctly and with high quality.

Advantages of Primary data:

- Specific relevance: Primary data provide the most precise information needed for a specific research objective. This allows targeted information to be collected.
- Control: Researchers have complete control during the primary data collection process, by determining the types of questions, selecting samples, and methods of data collection. This contributes to monitoring the validity and quality of data in a better and easier way.
- Adaptability: Researchers can choose the data collection method appropriate to their specific needs, whether through interviews, questionnaires, or observations. This allows flexibility in capturing and collecting different types of study data.
- Unique information: Since primary data is collected exclusively and directly for a specific study project, it is usually up-to-date and unique information that is not available to competitors.
- In-depth insights: Primary data helps to obtain a clear and deeper insight into the target audience's behaviour, preferences, and attitudes. This allows for more appropriate decisions to be made.

Disadvantages of primary data:

- Difficulty in reaching the target group: It may be difficult to reach the required sample of the population, which affects the accuracy of the results.
- High cost: The primary data process can be very expensive because the research team or researcher must start from the beginning. This means that he is required to follow all procedures and steps of studying, organizing materials, planning the process, etc.
- Time consumption: Collecting primary data requires more effort and longer time to complete all research steps from beginning to end. Often the time may be much longer compared to the time during secondary data collection.
- Limitations: Primary data collection may be limited by location, specific number of participants, or time. For comparison, in the secondary data process information can come from a variety of sources to provide more detail.

❖ Secondary sources:

Moreover, to meet all the requirements of the report, some necessary information and data will be taken to complete the research and reach a satisfactory result. Secondary sources have also been relied upon, through literary reviews, electronic articles from Google Scholar, Books, in addition to the Official Website of the Company Bank Muscat.

Advantages of secondary data:

- Ease of Access: The world of the Internet has changed the way secondary research is obtained. Nowadays, it is very easy to access many different sources of secondary data.
- Low cost or free: Another advantage is that the method of collecting data using secondary sources is often free or at a very low cost.
- Save time: Often, it is very easy to do just a few searches on websites to find a reliable source of information.
- Providing new insights from previous analysis: Re-Analyzing old information or previous studies can lead to the creation of new concepts and unexpected perspectives to reach new conclusions and results.

Disadvantages of secondary data:

- Incomplete information: Some important information and details may be missing in secondary sources.
- Inaccurate information: Secondary sources contain inaccurate data as a result of translation or errors.
- Difficulty in verifying the credibility of the data: It may be difficult for the researcher to verify the validity and credibility of the data extracted from secondary sources, which affects the quality and credibility of the study.
- Limitations: Researchers face some restrictions in accessing some of the information they need from secondary sources.
- Lack of recent information: Often some of the information approved in secondary sources may be outdated and do not reflect the current situation, which reduces the quality of the study and the results may be completely unreliable.

3.7 Data Analysis Technique:

Data analysis refers to the process of auditing, examining, organizing and storing data. In order to draw conclusions or obtain useful information. In order for the researcher to obtain a clear vision that helps him know the reason or explanation for events that occurred in the past, or in order to improve events and variables that will occur in the future and to assist in the process of making appropriate decisions (Calzon, 2023). After distributing the questionnaire to Bank Muscat employees through the statistical program Google Form, in the next step, the participants' responses will be analyzed as part of the research process. Descriptive analysis of the data will be used, which is an essential part of the analysis process. It helps the researcher understand the phenomena accurately by presenting the data in a clear and useful way. Advantages of descriptive analysis: summarizing information in a useful way, facilitating the interpretation of data, as well as providing a clear picture of the data to help in making the best decisions. The quantitative data collected through the questionnaire will be analyzed using Microsoft Excel analysis tools. The results will appear in the form of tables, pie charts, and graphs to clearly interpret the results.

3.8 Legal, Ethical and Social Considerations:

To ensure credibility and high quality in the research, all social, ethical and legal policies and standards will be adhered to avoid any problems and ensure that all results are reliable.

- Legal:

To ensure that legal considerations are met, ensure that data is collected ethically and from legal sources. In addition to respecting all administrative rules and regulations established by the institution Bank Muscat. Also request approval from the company before starting the search. Also adhere to legal standards, preserve all company information, and not share it with another person or entity.

- Ethical:

Research ethics requires respect for the opinions and rights of others. All employees are treated ethically, and their privacy is protected. One of the rules of research ethics is that no information should be quoted as personal work. While preserving all rights and respecting intellectual property. Also ensure that the research results are truthful without changing the information. To ensure the credibility of the research, all secondary sources taken in the research will be cited.

- Social:

To ensure that social considerations are met, consent must be obtained from participants that all responses will be used for the purpose of the study and that their identity and privacy are respected. Moreover, maintaining social relations by ensuring that the results of the research are

beneficial to both companies, individuals, and society. Avoid writing personal views that could have a negative impact or harm.

3.9 Summary:

To achieve the research objectives, the third chapter contains the methods and techniques that the researcher relied on, which includes identifying the tools used in the research and mentioning their advantages, identifying the study population as well as identifying the group that will benefit from the results of the project, choosing the appropriate type of research design, mentioning 4 Basic advantages of descriptive research design, as well as determining the type of data used in this study and which the researcher wishes to analyze. In addition, by determining the sampling technique used in the study, probability sampling was chosen, specifically simple random sampling. The researcher explained the advantages of the random sampling method as well as 5 basic steps of the sampling process, while determining the appropriate sample size for the project. In addition, choosing the best technique to collect information from primary and secondary sources, as well as choosing the appropriate technique to analyze the data to obtain clear results.

In the fourth chapter, the data collected through the questionnaire will be analyzed to analyze and reveal the impact of the quality of work life on the satisfaction and performance of employees at Bank Muscat. To clarify the results, graphs and tables will be used using Microsoft Excel.

CHAPTER 4: DATA ANALYSIS

4.1: Introduction:

In this chapter, the primary data collected through participants' responses to the questionnaire distributed to Bank Muscat employees will be analyzed. The questionnaire was distributed electronically to Bank Muscat employees to reach the conclusions and objectives of the research about the impact of the quality of work life on the satisfaction and performance of employees at Bank Muscat. The questionnaire includes two parts of questions, in the first part demographic questions. While in the second part there are 20 questions based on the research objectives. The study targeted 75 employees working at Bank Muscat to be part of the study, only 64 respondents were obtained to the questionnaire. The data will be analyzed through tables and graphs using Word. In addition, descriptive analysis of the data will be used, which is an essential part of the analysis process, to help present the data and results clearly and accurately.

4.2: Data Analysis:

PART 1: Demographic Data

4.2.1: Gender:

	Number of responses	Percentage
Male	34	62%
Female	21	38%

Table 4.2.1: Gender:

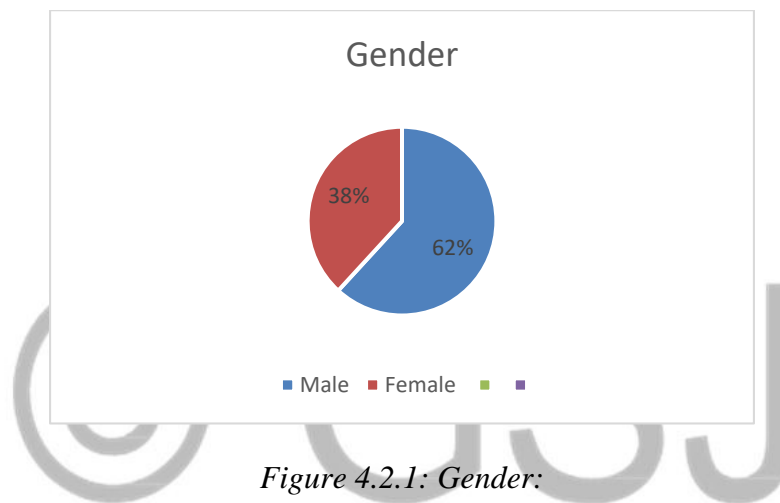


Figure 4.2.1: Gender:

The graph shows the gender distribution of participants. It was found that the number of male participants in the study was greater compared to the percentage of females. The response rate from male participants is 62%. While the percentage of responses from female participants was 38%. We conclude from this that the percentage of male employees is higher than the percentage of female employees at Bank Muscat.

4.2.2: Age:

	Number of responses	Percentage
20-30	20	32%
31-40	19	31%
41-50	22	35%
Above 50	2	2%

Table 4.2.2: Age:

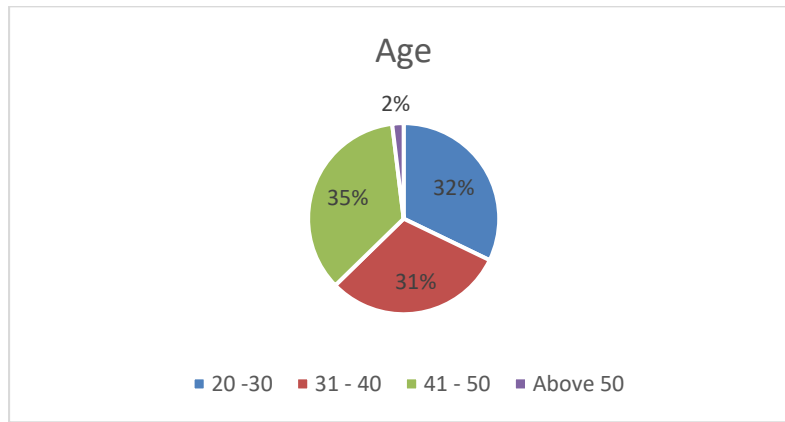


Figure 4.2.2: Age:

The graph shows the differences in age groups of Bank Muscat employees. The age group from 20 to 30 years represents 32%. While those between 31 and 40 years old represent 31%. Also, between 41 and 50 years old, it represents 35%. And out of 50 years, it represents a small percentage of 2%. We conclude from this that the most common ages of employees at Bank Muscat range from 41 to 50 years.

4.2.3: Since how many years have you been working in Bank Muscat:

	Number of responses	Percentage
0 – 5 Years	13	20%
6 – 10 Years	14	22%
11 – 15 Years	17	27%
More than 15 Years	20	31%

Table 4.2.3: Since how many years have you been working in Bank Muscat.

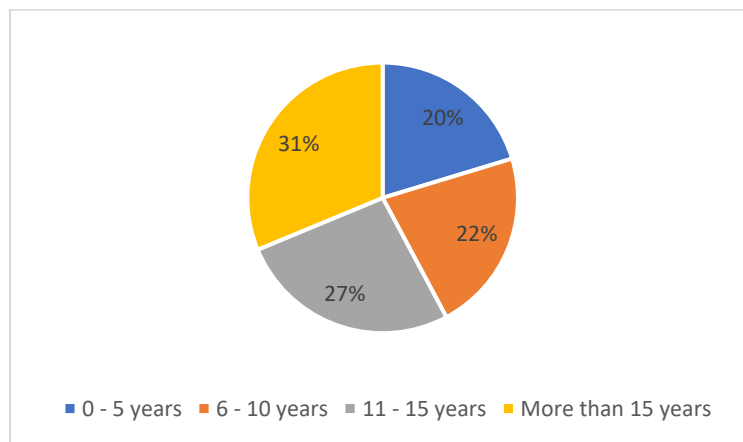


Figure 4.2.3: Since how many years have you been working in Bank Muscat.

According to a graph that shows the number of years participants have worked in Bank Muscat. Between 0 - 5 years, it was 20%. While between 6-10, the rate is 22%. And among those between 11 and 15, the rate is 27%. In addition, for those 15 years and older, it was 31%. We conclude from this that the highest percentage of employees in Bank Muscat are those who are 15 years old and above, and this shows that the employees are satisfied with the company’s work policy and culture, and this shows their loyalty in staying in the company for a longer period.

4.2.4: Educational qualification:

	Number of responses	Percentage
Diploma	11	17%
Bachelor	31	48%
Master	19	30%
Others	3	5%

Table 4.2.4: Educational qualification.

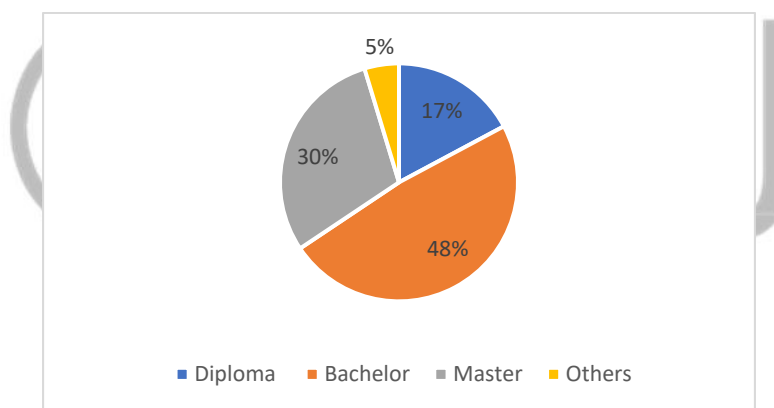


Figure 4.2.4: Educational qualification.

The graph shows the educational level of Bank Muscat employees. It was found that 48% of employees hold a bachelor’s degree. 30% of employees hold a master’s degree. While 17% of employees hold a diploma. 5% of employees hold a doctorate. We conclude from this that most of the employees at Bank Muscat hold a bachelor’s degree.

PART 2:

4.2.5: To what extent do you feel that Bank Muscat work environment supports your well-being?

	Number of responses	Percentage
Completely	36	56%
To a large extent	22	34%
To some extent	3	5%
To a small extent	3	5%
Not at all	0	0%

Table 4.2.5: To what extent do you feel that Bank Muscat work environment supports your well-being?

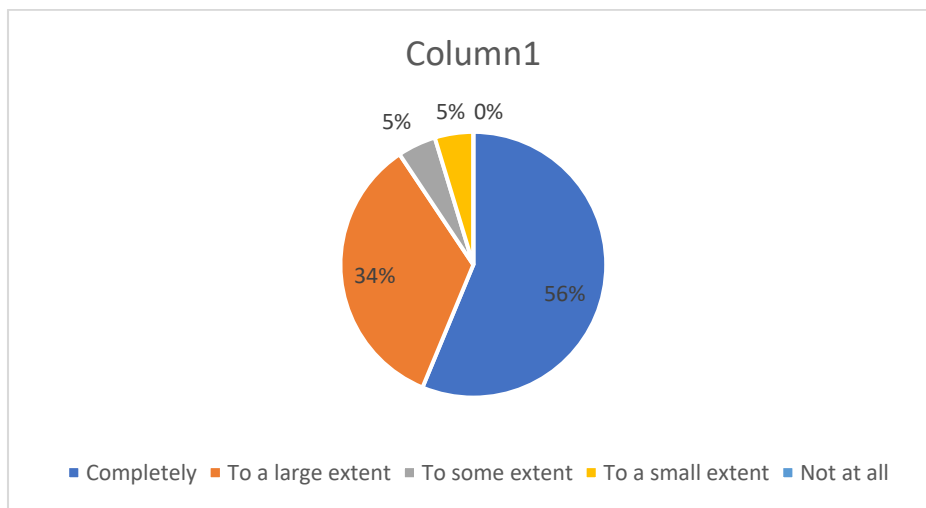


Figure 4.2.5: To what extent do you feel that Bank Muscat work environment supports your well-being?

According to the first question, to what extent do you feel that the work environment at Bank Muscat supports your well-being. 56% of the participants answered (Completely). And 34% of them answered (To a large extent). While some participants responded (To some extent), and that was only 5%. Likewise, 5% of them answered (To a small extent). From the participants' responses, it is clear that a large percentage of participants agree that career life at Bank Muscat supports their well-being and satisfaction.

4.2.6: Quality of work life directly impacts my overall job satisfaction?

	Number of responses	Percentage
Strongly Agree	45	70%
Agree	13	20%
Neutral	3	5%
Disagree	3	5%
Strongly Disagree	0	0%

Table 4.2.6: Quality of work life directly impacts my overall job satisfaction?

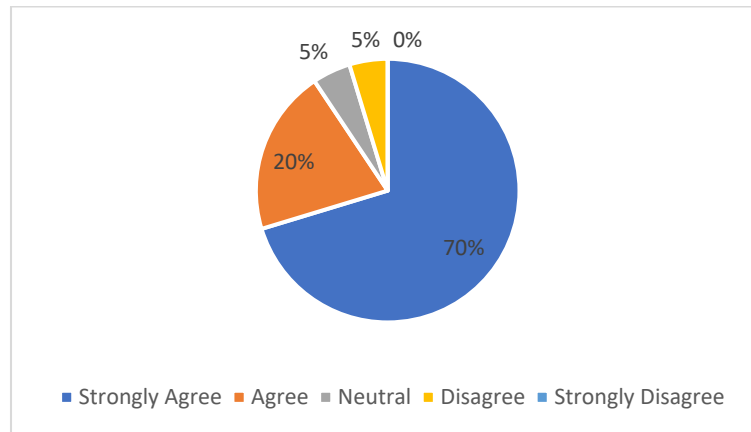


Figure 4.2.6: Quality of work life directly impacts my overall job satisfaction?

In the second question, the quality of work life directly affects my overall job satisfaction. A large percentage of participants answered (strongly agree), and also by 70%. And 20% were (agreed) with that. On the contrary, 5% were neutral. On the other hand, it may become clear that 5% of the participants gave a different answer (unsatisfied) to the point that a high-quality job life has no effect on their satisfaction. The graph shows that a large percentage of employees agree that a high-quality work life has a strong and positive impact on their satisfaction. Therefore, it can be inferred from this that the quality of work life has a strong impact on the happiness and satisfaction of employees. Employees with a high level of job satisfaction are those who have the best performance and commitment to their job tasks (Sankar, 2018).

4.2.7: How satisfied are you with the material and moral incentives provided by Bank Muscat?

	Number of responses	Percentage
Very satisfied	43	67%
satisfied	14	22%
Neutral	3	5%
Dissatisfied	3	5%
Very dissatisfied	1	1%

Table 4.2.7: How satisfied are you with the material and moral incentives provided by Bank Muscat?

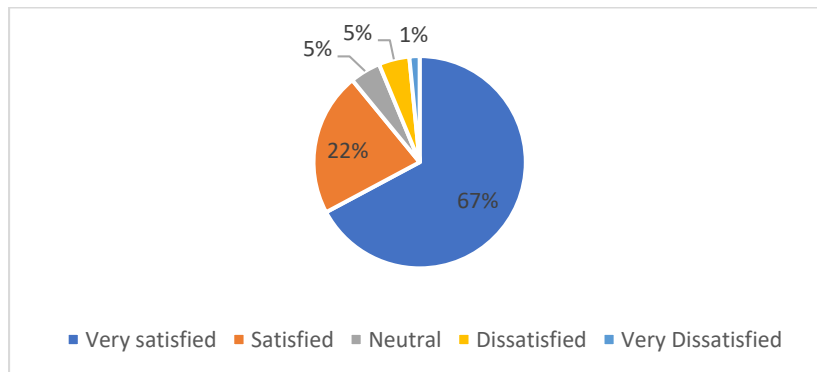


Figure 4.2.7: How satisfied are you with the material and moral incentives provided by Bank Muscat?

According to the third question, how satisfied are you with the material and moral incentives provided by Bank Muscat. 67% of participants were (very satisfied) with the material and moral incentives provided by the bank. Only 22% were (satisfied). While a small group of participants, 5%, answered (Neutral), between satisfied and dissatisfied. On the other hand, at a rate of 5%, their answer was (not satisfied). And also, with a very small percentage of 1%, their answer was (Very dissatisfied). This shows that most participants were very satisfied with the material and moral incentives provided by Bank Muscat.

4.2.8: Do you feel comfortable sharing your suggestions and opinions at Bank Muscat?

	Number of responses	Percentage
Yes, very comfortable	47	73%
Yes, somewhat comfortable	14	22%
No, not comfortable	3	5%

Table 4.2.8: Do you feel comfortable sharing your suggestions and opinions at Bank Muscat?

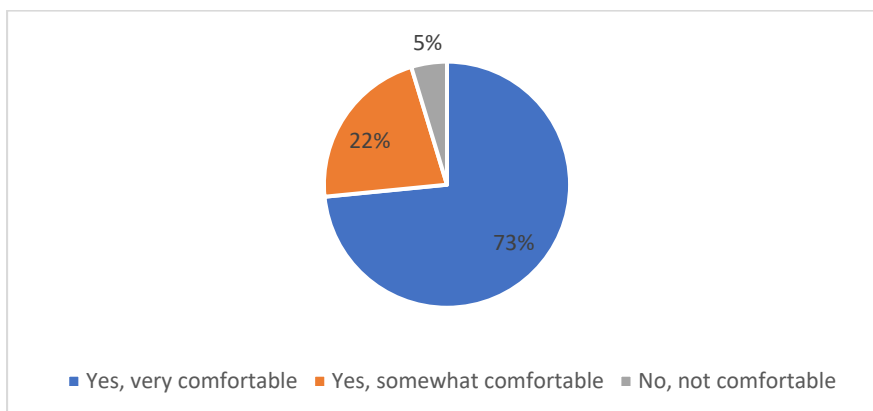


Figure 4.2.8: Do you feel comfortable sharing your suggestions and opinions at Bank Muscat?

In the fourth question, do you feel comfortable sharing your suggestions and opinions at Bank Muscat. A large percentage of participants answered (Yes, very comfortable), at 73%. And others (22%) answered (Yes, somewhat comfortable). While on the other hand, 5% of the participants felt uncomfortable in terms of sharing their suggestions and ideas in the company. The graph shows that a large percentage of people feel comfortable sharing their suggestions or ideas regarding their work. This indicates Bank Muscat's interest in its employees by listening to their needs to create a high-quality and satisfying work life for employees. According to a study conducted by Alsharah (2020), it was found that the effect of increasing the productivity rate, as well as increasing employees' sense of satisfaction and stability in the job, increased by 83.6%. This is the result of the organization's interest in listening to employees' suggestions and opinions and meeting their requirements.

4.2.9: Has Bank Muscat succeeded in meeting the basic needs and requirements of employees?

	Number of responses	Percentage
Yes, completely	48	75%
Yes, to some extent	13	20%
No, not at all	3	5%

Table 4.2.9: Has Bank Muscat succeeded in meeting the basic needs and requirements of employees?

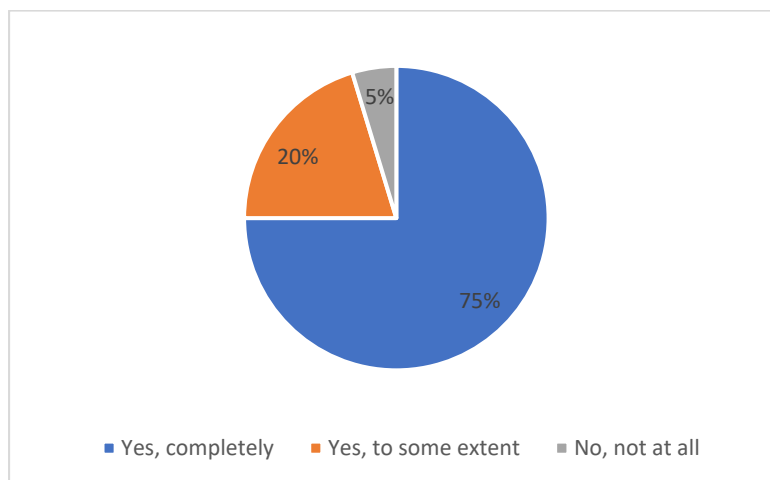


Figure 4.2.9: Has Bank Muscat succeeded in meeting the basic needs and requirements of employees?

According to the fifth question, has Bank Muscat succeeded in meeting the basic needs and requirements of employees. 75% of the participants answered (Yes, completely) and believed that Bank Muscat succeeded in providing all the needs of workers. While 20% responded (Yes, to some extent). A very small percentage of 5%, on the contrary, believed that Bank Muscat does not care about meeting and providing the basic needs and requirements of employees. Through this, we conclude that a large group of study participants agreed that Bank Muscat succeeded in providing all basic requirements for employees. This indicates that Bank Muscat always seeks to give priority and responsibility to the rights and needs of employees.

4.2.10: The work-life balance policies in Bank Muscat positively impact on my job satisfaction?

	Number of responses	Percentage
Strongly Agree	44	69%
Agree	11	17%
Neutral	4	6%
Disagree	4	6%
Strongly Disagree	1	2%

Table 4.2.10: The work-life balance policies in Bank Muscat positively impact on my job satisfaction?

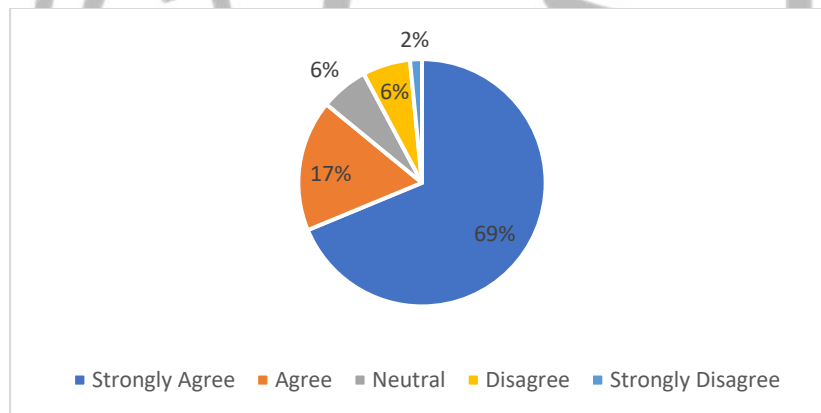


Figure 4.2.10: The work-life balance policies in Bank Muscat positively impact on my job satisfaction?

In question six, work-life balance policies at Bank Muscat have a positive impact on my job satisfaction. 69% strongly agreed that Bank Muscat’s policy of balancing professional and personal life has a strong and positive impact on their job satisfaction. Also, 17% of the participants’ responses were (agree). While 6% were (Neutral). Conversely, 6% were opposed to the work-life balance policy, as they believed that it had no impact on their satisfaction. And only a very small percentage of 2% of the participants answered (Strongly Disagree). This shows that a large percentage of employees at Bank Muscat are very satisfied with the policies and

work culture in the company regarding the balance between professional life and personal life. We conclude from this that Bank Muscat adheres to the policy of balance between the personal and professional lives of employees, and this plays an important role in raising the level of productivity and satisfaction of employees and reduces stress at work. According to Golovina et al. (2019), the balance between work life and personal life is the primary driver of employee satisfaction, which includes retaining the workforce, reducing work stress, reducing absenteeism, improving the organization’s reputation, enhancing innovation, and increasing productivity.

4.2.11: Do you see that there is a positive and direct relationship between the quality of work life at Bank Muscat and employee performance?

	Number of responses	Percentage
Yes, strongly agree	47	73%
Yes, somewhat agree	14	22%
No, do not agree	3	5%

Table 4.2.11: Do you see that there is a positive and direct relationship between the quality of work life at Bank Muscat and employee performance?

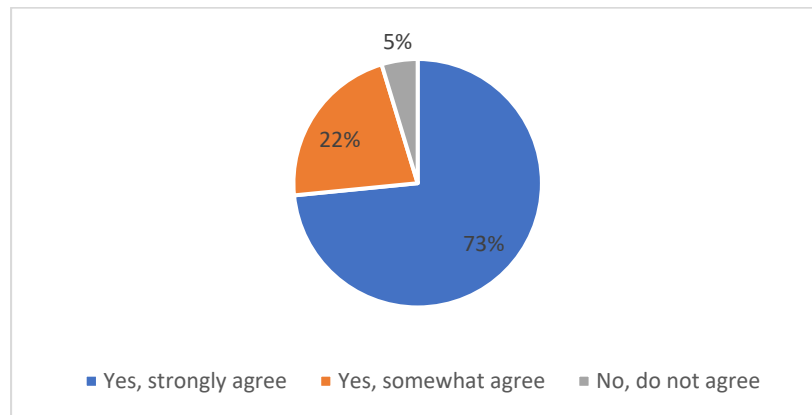


Figure 4.2.11: Do you see that there is a positive and direct relationship between the quality of work life at Bank Muscat and employee performance?

In the seventh question, do you think that there is a positive and direct relationship between the quality of work life at Bank Muscat and the performance of employees. 73% of the participants answered (Yes, strongly agree). A large group of participants believe that there is a strong and positive relationship between the quality of work life at Bank Muscat and the performance and productivity of employees. While 22% answered (Yes, somewhat agree). On the other hand, 5% of the participants answered (No, do not agree) and do not believe that there is a direct relationship to the quality of work life and employee performance. We conclude from the results that a large group of participants believe that there is a strong, connected relationship between their performance and the quality of their work life in the company. The performance of employees increases whenever the job life provided to them is of high quality and positivity.

According to the study of Karoso et al., (2022), on the relationship between the quality of work life on employee performance. The results showed that the relationship between the quality of work life and employees' performance is a mutual relationship and directly and indirectly affects their performance and productivity at work. The organized management is committed to providing high-quality work life. This will lead to the formation of highly skilled and capable human competencies.

4.2.12: Do you receive sufficient opportunities for professional and personal development at Bank Muscat?

	Number of responses	Percentage
Yes, strongly agree	47	74%
Yes, somewhat agree	13	20%
No, do not agree	4	6%

Table 4.2.12: Do you receive sufficient opportunities for professional and personal development at Bank Muscat?

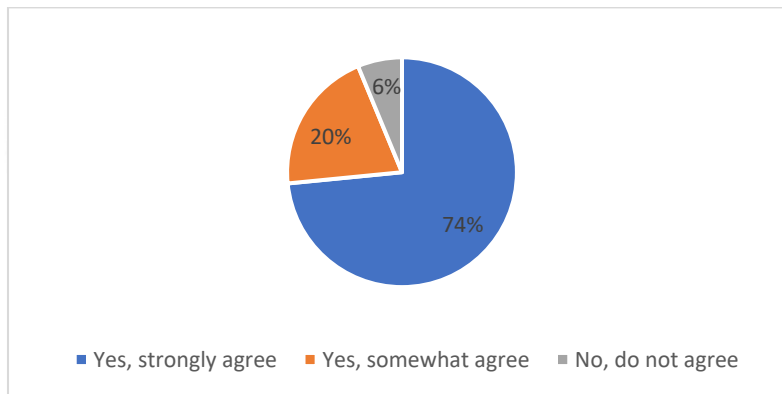


Figure 4.2.12: Do you receive sufficient opportunities for professional and personal development at Bank Muscat?

In the eighth question, do you get enough opportunities for professional and personal development at Bank Muscat. The answers were different, with 74% of participants answering (Yes, strongly agree). While 20% of them answered (Yes, somewhat agree). In others, their answer was the exact opposite, with 6% of the participants believing that they did not get enough opportunity to improve their abilities and job skills, as well as their personality. We may conclude from the graph that a large percentage of employees at Bank Muscat believe that Bank Muscat provides them with opportunities to develop and improve their professional as well as personal abilities. The career and personal development of employees contributes to raising and improving their ability to perform their jobs with the best quality, and it also gives them more confidence and passion to achieve the company's goals. According to the Alfani & Hamzah

(2019) study, the results indicate that a large percentage of employees feel satisfied and comfortable and are ready to give their best and achieve the organization’s goals. As a result of the presence of quality factors that are compatible with work life, employees have sufficient opportunities for continuous career advancement and development.

4.2.13: Do you agree with the statement “A high-quality of work life has a direct relationship to my satisfaction at work”?

	Number of responses	Percentage
Strongly Agree	44	69%
Agree	11	17%
Neutral	3	5%
Disagree	5	8%
Strongly Disagree	1	1%

Table 4.2.13: Do you agree with the statement “A high-quality of work life has a direct relationship to my satisfaction at work”?

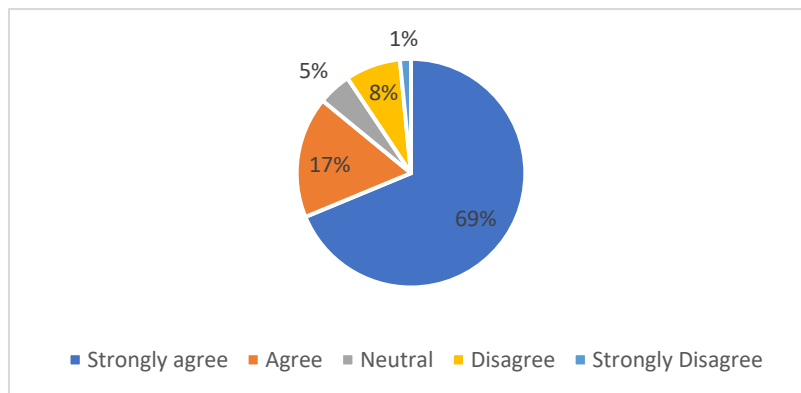


Figure 4.2.13: Do you agree with the statement “A high-quality of work life has a direct relationship to my satisfaction at work”?

According to question nine, do you agree with the statement, “High quality of work life has a direct relationship to my satisfaction at work.” 69% of the participants answered (Strongly Agree). And 17% of them answered (Agree). While 5% of the participants answered (Neutral). On the other hand, their answer was (Disagree), at a rate of 8%. With a very small percentage of 1%, their answer was (very disagree). From the graph, we conclude that most of the participants confirmed this and agreed that a high-quality job has a direct and positive relationship to employees’ satisfaction at work. According to the study by Jahanbani et al. (2018) The researchers found that the results indicate that there is a direct link between the quality of work life and employee satisfaction. The study revealed that quality methods in work life have a strong impact on employee satisfaction and commitment.

4.2.14: Which of the following benefits by Bank Muscat do you think contributes most to improving the quality of work life?

	Number of responses	Percentage
Flexible work arrangements	9	14%
Health and wellness programs	7	11%
Career development opportunities	8	12%
Recognition and rewards	21	33%
Work-life balance initiatives	19	30%

Table 4.2.14: Which of the following benefits by Bank Muscat do you think contributes most to improving the quality of work life?

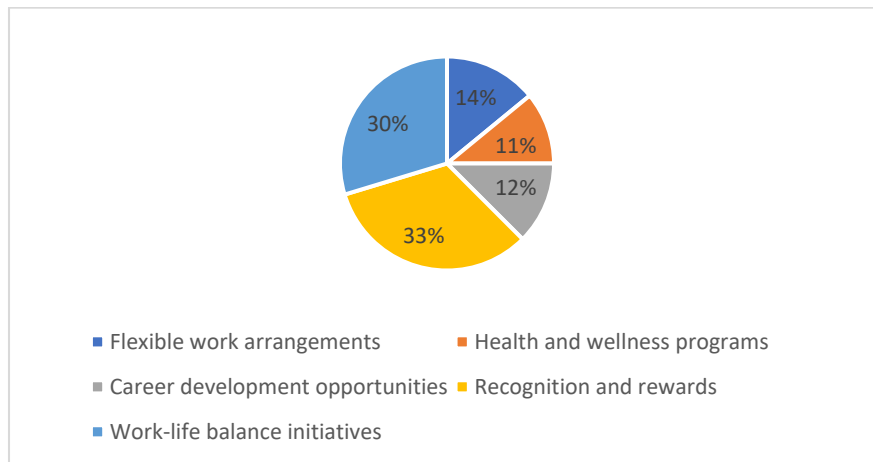


Figure 4.2.14: Which of the following benefits by Bank Muscat do you think contributes most to improving the quality of work life?

Regarding the tenth question, which of the following benefits provided by Bank Muscat do you think contributes most to improving the quality of work life? A large percentage of participants believed, from their point of view, that the recognition and rewards program is one of the most important benefits provided by Bank Muscat. 33% of participants answered (Recognition and rewards). While 30% of the participants answered (Work-life balance initiatives). In addition, 14% of participants answered (Flexible work arrangements). Also, 12% said that (Career development opportunities) they believe contribute significantly to improving the quality of work life. While the other category of participants answered (Health and wellness programs), at a rate of 11%. We conclude from the results that a large percentage of employees believe that among the benefits provided by Bank Muscat, which have a major role in improving work life, are (recognition and rewards for employees according to their performance), followed by (work-life balance initiatives for employees).

4.2.15: How important do you think Bank Muscat's organizational culture is in enhancing the quality of work life?

	Number of responses	Percentage
Very important	36	56%
Important	20	31%
Neutral	5	8%
Not very important	3	5%
Not important at all	0	0%

Table 4.2.15: How important do you think Bank Muscat's organizational culture is in enhancing the quality of work life?

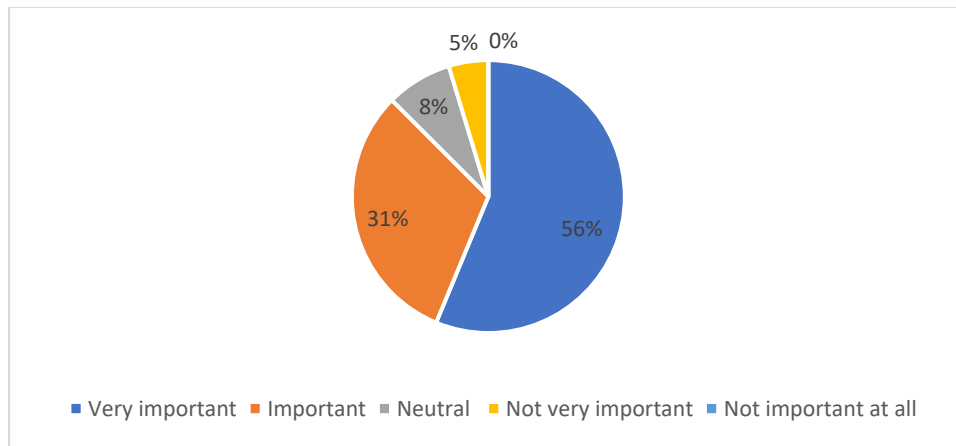


Figure 4.2.15: How important do you think Bank Muscat's organizational culture is in enhancing the quality of work life?

According to Question 11, how important is Bank Muscat’s organizational culture in enhancing the quality of work life. 56% of the participants answered (very important). While 31% answered (Important). In addition, 8% were neutral. A very small percentage of 5% believed the opposite. We conclude from the graph that a large group of participants believe that the organizational culture and values followed by Bank Muscat are of broad importance in creating a high-quality career, starting from how decisions are made to the mechanism of employee interaction. In addition to its positive and direct impact on the performance of employees.

4.2.16: In your opinion, which aspect of Bank Muscat's work environment contributes the most to job satisfaction?

	Number of responses	Percentage
Collaborative work culture	8	14%

Supportive leadership	21	36%
Opportunities for advancement	20	34%
Workload management	1	2%
Employee recognition programs	8	14%

Table 4.2.16: In your opinion, which aspect of Bank Muscat's work environment contributes the most to job satisfaction?

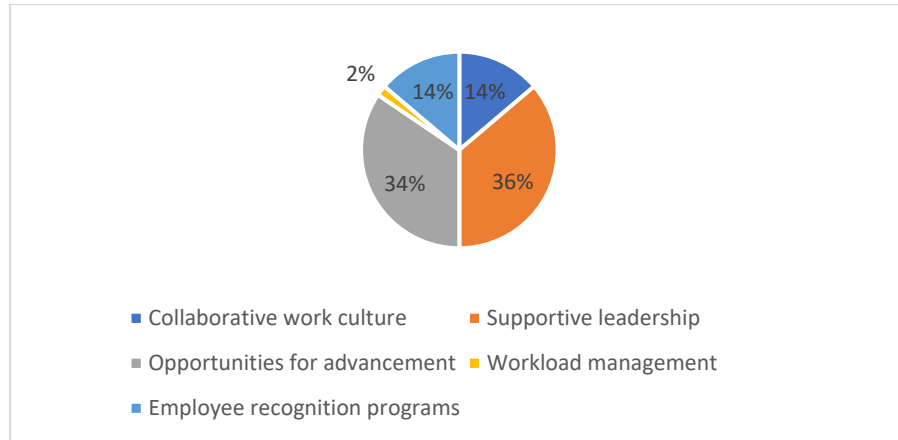


Figure 4.2.16: In your opinion, which aspect of Bank Muscat's work environment contributes the most to job satisfaction?

Regarding question 12, in your opinion, which aspect of the work environment at Bank Muscat contributes most to job satisfaction. 36% of participants answered (Supportive leadership). While 34% of them answered (Opportunities for advancement). In addition, 14% of their answers were (Collaborative work culture). Also, by 14%, their answer was (Employee recognition programs). With a very small percentage of 2%, their answer was (Workload management). Through the graph, we conclude that a large percentage of participants believe that supportive leadership is one of the most important aspects of work to enhance their job satisfaction and motivate them to work with the best quality. According to the theory of psychologist Viktor Fromm, leadership support plays a major role in enhancing the confidence and capabilities of employees and encouraging them to innovate and cooperate. Leader support for employees is important by building positive expectations and great achievements from employees that enhances their satisfaction (Verma & Sharma, 2018).

4.2.17: How effective do you think Bank Muscat's employee engagement initiatives are in improving the quality of work life?

	Number of responses	Percentage
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Very effective	36	54%
Effective	19	29%
Neutral	4	6%
Ineffective	7	11%
Very ineffective	0	0%

Table 4.2.17: How effective do you think Bank Muscat's employee engagement initiatives are in improving the quality of work life?

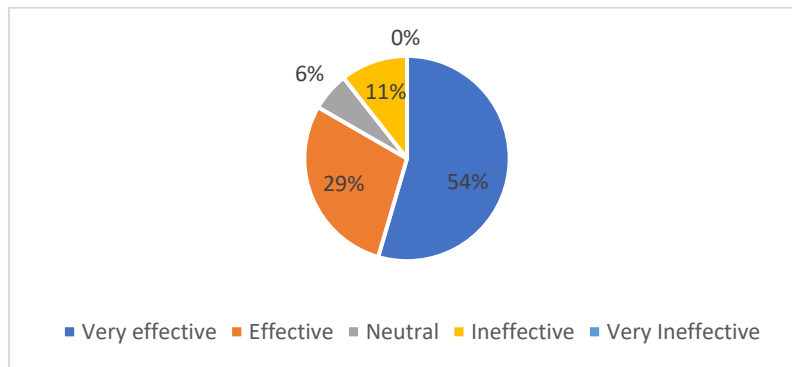


Figure 4.2.17: How effective do you think Bank Muscat's employee engagement initiatives are in improving the quality of work life?

According to Question 13, how effective are Bank Muscat employee engagement initiatives in improving the quality of work life. The results were different. 54% of them answered (Very effective). 29% of the participants answered (Effective). A very small percentage of 6% were neutral. While others believed it was ineffective, at a rate of 11%. The graph shows that most participants agreed that employee engagement initiatives are highly effective in improving the quality of work life.

4.2.18: Opportunities for skill development and growth at Bank Muscat enhance my job satisfaction?

	Number of responses	Percentage
Strongly Agree	39	62%
Agree	16	26%
Neutral	4	6%
Disagree	4	6%
Strongly Disagree	1	0%

Table 4.2.18: Opportunities for skill development and growth at Bank Muscat enhance my job satisfaction?

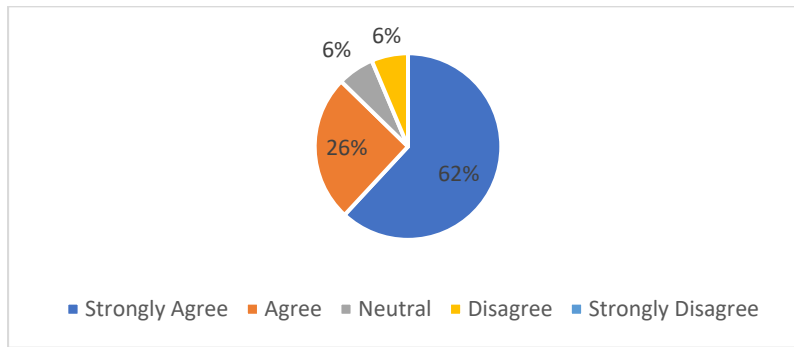


Figure 4.2.18: Opportunities for skill development and growth at Bank Muscat enhance my job satisfaction?

According to Question 14, skills development and growth opportunities at Bank Muscat enhance my job satisfaction. 62% of participants confirmed that the opportunities to develop skills and capabilities provided by Bank Muscat have an impact on enhancing their level of satisfaction. Their answer was (Strongly Agree). While 26% of the participants answered (Agree). Others, 6%, were neutral. In addition, 6% of participants answered (Disagree). The graph shows that a large group of participants strongly agreed that Bank Muscat provides them with broad opportunities to enhance their skills and job experiences, and that this has an impact on their job satisfaction.



4.2.19: In your opinion, what additional aspects would you like Bank Muscat management to commit to enhance the quality of work life?

	Number of responses	Percentage
Developing training and professional development programs	14	22%
Providing programs to enhance balance between work and personal life	13	20%
Providing programs to enhance communication and build positive relationships between employees	15	24%
Develop rewards and promotions programs	22	34%

Table 4.2.19: In your opinion, what additional aspects would you like Bank Muscat management to commit to enhance the quality of work life?

4.2.20: What improvements would you like Bank Muscat to implement to raise the level of employee performance?

	Number of responses	Percentage
Improving the employee performance evaluation system	11	17%
Setting clear goals and plans for employees	17	27%
Providing opportunities for employees to participate in decision-making	16	25%
Supporting creativity and innovation in the workplace	20	31%

Table 4.2.20: What improvements would you like Bank Muscat to implement to raise the level of employee performance?



Figure 4.2.20: What improvements would you like Bank Muscat to implement to raise the level of employee performance?

Regarding question 16, what are the improvements that Bank Muscat would like to implement to raise the level of employee performance. 31% of their answers were (Supporting creativity and innovation in the workplace). The other category of participants answered (Setting clear goals and plans for employees). From their point of view, one of the basic elements in raising the level of employee performance is setting clear and measurable goals. Employees must know what the company’s expectations of them are and how they can deliver performance. Meets these expectations. While 25% of the participants answered (Providing opportunities for employees to participate in decision-making). They believe that involving employees in the decision-making

process enhances their sense of responsibility and belonging and increases their job performance. In addition, 17% of their answers were (Improving the employee performance evaluation system) from their point of view that improving the employee performance evaluation system regularly increases the productivity rate and enhances the quality of work. We conclude from this that a high percentage of participants agreed that supporting employees' creativity and innovation in the workplace contributes significantly to developing their performance and professional capabilities. Accordingly, (Sari et al., 2019) indicated that the productivity and desire of employees to provide good service increased by 35.8% through the company's commitment to applying some strategies to encourage employees to innovate and present new ideas by providing necessary resources.

4.2.21: Recognition and rewards provided by Bank Muscat positively impact on my job satisfaction and performance?

	Number of responses	Percentage
Strongly Agree	36	56%
Agree	19	30%
Neutral	3	5%
Disagree	5	8%
Strongly Disagree	1	1%

Table 4.2.21: Recognition and rewards provided by Bank Muscat positively impact on my job satisfaction and performance?

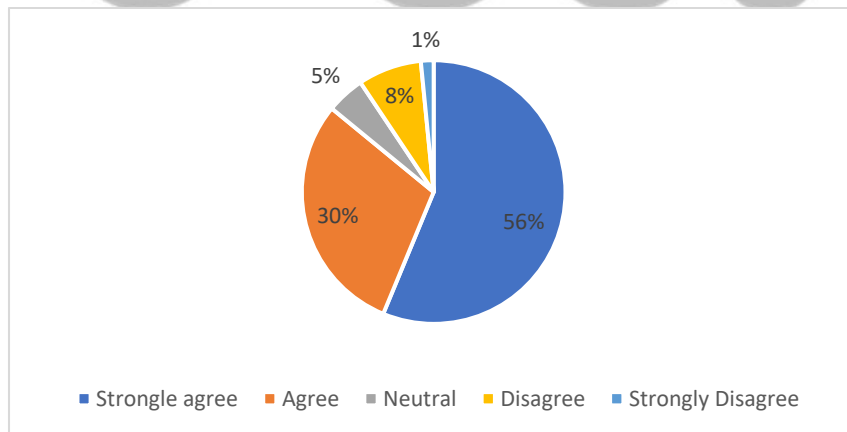


Figure 4.2.21: Recognition and rewards provided by Bank Muscat positively impact on my job satisfaction and performance?

According to Question 17, the recognition and rewards provided by Bank Muscat have a positive impact on my job satisfaction and performance. 56% of participants answered (Strongly agree). While 30% agreed with that. And 5% were neutral. Some participants (8%) answered (Disagree).

While a very small percentage of 1% responded (Strongly disagree). We may conclude from the graph that a large percentage of participants strongly agreed that the rewards provided by Bank Muscat increase their level of job satisfaction. According to a study conducted by Shojaee (2023), the results of the study indicate that a large percentage of participants confirmed that additional rewards, financial incentives, and employee appreciation according to their performance increase their satisfaction and stay in the company for a longer period. Employees' job satisfaction is strongly influenced by the various rewards offered by organizations. The study also reveals that a high percentage of employees are more satisfied with their jobs when the rewards fit their needs. Therefore, the internal and external rewards and appreciation that the employee receives have a strong relationship to employee satisfaction.

4.2.22: Does Bank Muscat have a system in place to address employee grievances and concerns promptly?

	Number of responses	Percentage
Yes	59	92%
No	5	8%

Table 4.2.22: Does Bank Muscat have a system in place to address employee grievances and concerns promptly?

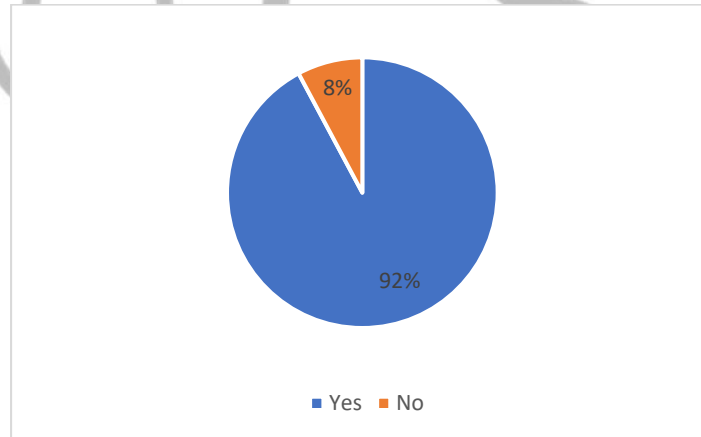


Figure 4.2.22: Does Bank Muscat have a system in place to address employee grievances and concerns promptly?

According to Question 18, does Bank Muscat have a system to quickly address employee complaints and grievances? 92% of the participants answered (yes) and believe that Bank Muscat has an effective policy to address and deal with employee complaints fairly and quickly to resolve any obstacles that could affect the quality of work life. While on the other hand, 8% answered (No) and their point of view differs. They may see that the complaints handling system is not appropriately effective. According to the graph, it was found that a large percentage of

employees believe that there is an effective system for resolving problems and complaints quickly, and this shows the extent of Bank Muscat’s interest in creating a high-quality career for employees.

4.2.23: Bank Muscat's support and guidance positively impact my ability to perform well at work?

	Number of responses	Percentage
Strongly Agree	36	56%
Agree	18	28%
Neutral	5	8%
Disagree	4	6%
Strongly Disagree	1	2%

Table 4.2.23: Bank Muscat's support and guidance positively impact my ability to perform well at work?

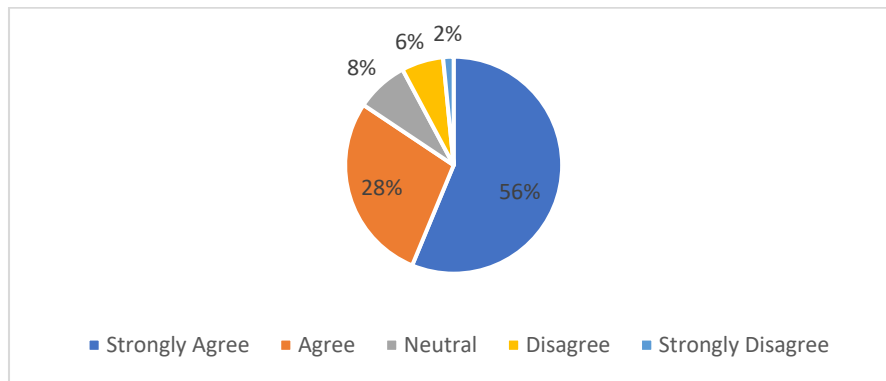


Figure 4.2.23: Bank Muscat's support and guidance positively impact my ability to perform well at work?

Regarding question 19, does Bank Muscat’s support and guidance positively affect my ability to perform well at work? Participants' answers vary. 56% of their answers were (Strongly agree) and they believe that the support and incentive they receive from Bank Muscat positively affects their performance and productivity at work. While 28% of them answered (Agree). In addition, 8% of the participants were neutral, and on the other hand, 6% answered differently (Disagree), as they do not believe that support has a direct impact on their performance at work. With a very small percentage of 2%, their answer was (Strongly disagree). According to Taylor's theory, which focuses on developing employee performance and competencies through improving work processes. Company management must evaluate and monitor employee performance regularly. In addition to providing appropriate instructions and support to ensure the quality of productivity and work (Stennett, 2023).

4.2.24: Do you think that teamwork and cooperation among employees have an important role in raising the level of quality in work life?

	Number of responses	Percentage
Very important	33	51%
Important	19	30%
Neutral	4	6%
Not very important	7	11%
Not important at all	1	2%

Table 4.2.24: Do you think that teamwork and cooperation among employees have an important role in raising the level of quality in work life?

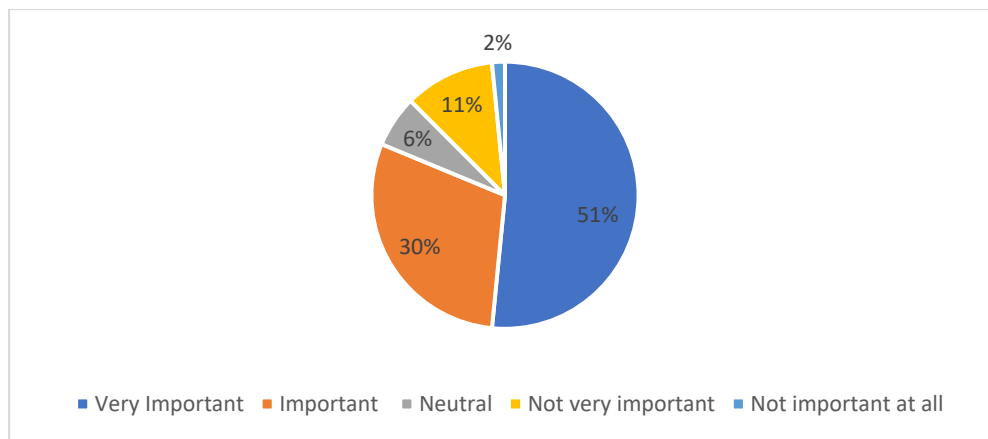


Figure 4.2.24: Do you think that teamwork and cooperation among employees have an important role in raising the level of quality in work life?

According to Question 20, do you think that teamwork and cooperation among employees have an important role in raising the level of quality in work life? Participants' viewpoints vary. 51% of the participants answered (Very important) and believe that teamwork has an effective role in creating a high-quality and positive career. While 30% answered (Important). Some of the participants were neutral, at a rate of 6%. In addition, 11% had a different point of view and their answer was (Not very important). A very small percentage of 2% do not believe that cooperation between employees is important at all. Their answer was (Not important at all). We conclude from the graph that a large percentage of participants believe that participation and cooperation among employees has an important role in improving the quality of work life in order to motivate and encourage them to present new ideas and enhance loyalty and satisfaction among employees.

4.3: Summary:

In the fourth chapter of this project, we focus on analyzing primary data according to participants' responses to the questionnaire distributed to Bank Muscat employees. 64 respondents were obtained to be part of the study process. Tables and graphs were used to illustrate the results and reach conclusions about the impact of the quality of work life on the performance and satisfaction of Bank Muscat employees. In addition, in the fifth and final chapter, the focus will be on discussing the results reached by the researcher, identifying recommendations, limitations, as well as future research.

CHAPTER 5

SUMMARY OF FINDING, CONCLUSION & RECOMMENDATIONS

5.1 Introduction:

In the fifth and final chapter, the results related to the fourth chapter will be presented according to the participants' responses to reach answers and conclusions about the research objectives and reveal the impact of the quality of work life on the performance and satisfaction of employees at Bank Muscat. In addition, the researcher will provide some recommendations to Bank Muscat to improve the quality of work life. It also identified the obstacles and challenges that the researcher faced during the study process, while providing some key advice to future researchers.

5.2 Summary of Findings:

5.2.1: To evaluate the effects of quality of work life on employee performance and satisfaction in Bank Muscat.

According to the results, by evaluating the impact of the quality of work life on the performance and satisfaction of employees at Bank Muscat, the results were positive. According to the participants' responses, it was found that Bank Muscat is consistent with the policy of high quality in career. Bank Muscat's management is committed to a policy of high quality in work life to create a positive work environment that supports employees in all professional and personal aspects in order to enhance their satisfaction and performance to provide the best and achieve the organization's goals. A large percentage of employees agreed that their career at Bank Muscat has a significant impact on enhancing their satisfaction and supporting their well-being, and thus this provides them with security and stability to stay longer in the company and work with the best quality to achieve their professional goals. We conclude from this that Bank

Muscat invests in creating a high-quality and positive work life to achieve distinguished achievements and productivity by meeting all the basic requirements of employees. A large percentage of employees agreed that Bank Muscat management succeeded in achieving their professional as well as personal needs. This indicates that Bank Muscat always seeks to give priority and responsibility to the rights and needs of employees.

5.2.2: To examine the relationship between quality of work life, employee performance and satisfaction in Bank Muscat.

According to the results, through the participants' responses to the questionnaire, it was found that there is a direct and strong relationship between the quality of work life at Bank Muscat and the satisfaction and performance of employees. The responses were positive. A large percentage of participants agreed that the quality of work life has a strong impact on their satisfaction. Employees who enjoy a high-quality career and feel comfortable with their work are those who tend to provide the best performance. In addition, we conclude from employees' responses that career life at Bank Muscat has a direct relationship to employee performance. The results showed that the relationship between the quality of work life and the performance of employees at Bank Muscat is a mutual relationship and directly and indirectly affects their productivity at work. Employees who enjoy a positive and high-quality work life are more willing and committed to developing their skills and achieving their professional goals and constant striving to provide the best service are what made Bank Muscat one of the best banks in the Sultanate of Oman, which has achieved widespread success locally and internationally according to its distinguished services and high performance.

5.2.3: To analyse the strategies that enhance quality of work life in Bank Muscat.

The strategies and policies followed at Bank Muscat play a fundamental role in raising the level of the institution's productivity and success. Through analyzing the strategies to improve the quality of work life at Bank Muscat, we conclude from the employees' point of view that the strategies and principles that Bank Muscat follows to improve the quality of work life and that contribute to employee satisfaction is the continuous support of leaders by motivating employees and encouraging them to innovate and create new ideas and provide them with all crisis resources. This support includes: recognizing achievements, providing necessary resources, providing feedback to improve performance, and encouraging positive interaction and cooperation among employees. In addition, a large percentage of employees from their point of view believe that the most important strategy that Bank Muscat focuses on is providing opportunities for development of employees, which is the best way to improve the performance and capabilities of employees, through several methods such as periodic performance evaluation, diversity in tasks to gain new experiences, clarify a clear plan for goals, and also involve employees in decision-making. We conclude from this that Bank Muscat's management is committed to a set of strategies to enhance the quality of work life, which aims to create a

positive and stimulating environment to ensure employee satisfaction and loyalty. The organizational culture and values in the bank have a major role in raising the level of quality in work life through the leadership and practices that the institution adheres to. They have a positive impact on employee behavior, including cooperation among employees, work ethics, effective communication, decision-making, and continuous learning.

5.2.4: To assess the factors affecting the quality of work life, employee performance and satisfaction in Bank Muscat.

By evaluating the factors affecting the quality of work life at Bank Muscat. The results were positive about the factors affecting the quality of work life, which Bank Muscat is committed to in terms of flexible work which facilitates the achievement of a work-life balance policy, and opportunities to develop skills and capabilities Bank Muscat invests in encouraging its employees to learn and innovate from by providing training courses that enhance their level of productivity. Also, a large percentage of employees agreed that Bank Muscat has a system to address employee complaints fairly and resolve any obstacles that could negatively affect their work life. Moreover, a large percentage of employees feel comfortable sharing their opinions and suggestions, and this indicates that Bank Muscat encourages its employees to share their opinions and suggestions comfortably so that the employee feels that he is an important part of the organization. In addition, a large percentage of employees were very satisfied with the material and moral incentives provided by the bank, and this demonstrates the extent of the bank's interest in providing material and moral incentives to employees to enhance the feeling of loyalty in order to create a stimulating and positive work environment through cash rewards granted. According to outstanding performance or high productivity, comprehensive health insurance, providing scholarships to employees who wish to complete their educational studies, as well as providing certificates and awards of appreciation to employees who excel in their performance. We conclude from this that Bank Muscat management's interest in some factors that raise the level of quality in work life has a positive impact on employees, as it provides them with psychological, moral, and material comfort, and makes employees more loyal and committed to the organization's values. Employees will make every effort to raise their productivity and work capabilities and ensure high quality in implementing all company services and tasks. In addition, it has a direct impact on the quality of the company's services and its success. Accordingly, Bank Muscat was awarded the "Best Place to Work" award in 2024. According to the results of the evaluation of employee satisfaction and work culture, Bank Muscat obtained high scores in some factors and standards, being a distinguished international institution that has a major role in the areas of continuous development of the work environment and improvement. Employee experience and providing a stimulating work environment (Times News Service, 2024).

5.3 Conclusion:

We conclude from this study that there is a direct and strong relationship between the quality of work life and the performance and satisfaction of employees. There are some influential factors that raise the level of quality of work life. The results showed that the rise and fall of employee productivity greatly affects the work life provided to them, so the company's management must constantly focus on providing a healthy and positive work life. Based on the results, this shows that Bank Muscat has succeeded in achieving several aspects and principles of quality of work life. Through the results, Bank Muscat's management can benefit from the results of the study and gain a deeper understanding of employee requirements and the factors that play an essential role in enhancing employee productivity and satisfaction. As well as improving some areas to ensure continued success and cooperation within the organization.

5.4 Recommendations:

Achieving the principle of quality of work life has a direct impact on raising the level of employee performance and achieving their satisfaction, and thus the organization will achieve broad growth and a good reputation. The researcher suggests some tips and recommendations for Bank Muscat to improve the Quality of Work Life:

- Ensure that reports are constantly prepared on the level of employee performance and efficiency and the organization's productivity rate, identify work obstacles, and plan to find appropriate solutions before they negatively affect the organization's productivity or failure.
- Strengthening relationships between employees through teamwork and creating cooperation between them to enhance social ties and increase employee satisfaction.
- Giving workers an opportunity to make decisions, which increases their confidence in their abilities and skills.
- To enhance employee performance, it is necessary to define the rights and duties of each worker and determine the conditions for each job, which enhances the passion and productivity of employees.
- It is necessary to pay attention to rewards and promotions programs fairly and according to employees' performance to enhance their sense of satisfaction and achieve the best productivity.
- Ensure that flexible work is achieved and focus on a policy of balance between the personal life and professional life of employees to avoid work pressures.

5.5 Limitations:

Acknowledging the limitations and challenges that researchers faced during the study process is one of the things that increases the credibility and confidence of the study. As a result of some unexpected difficulties that occurred during the study:

- First, the lack of sufficient sources: One of the difficulties that the researcher faced during the study process is the difficulty of obtaining sufficient and modern sources on the topic (the impact of the quality of work life on employees) on websites.
- Secondly, the lack of reliable information: The absence or lack of correct information from reliable sources may affect the validity of the study results. To ensure the quality of the results, the researcher relied on using primary sources as a primary source for taking information by distributing the questionnaire to the target group in the research to obtain accurate results. To support the information, secondary sources were also used and the information was verified before being transmitted in the research.
- Third, sample size: According to the subject of the study, the sample size may be considered small to ensure an accurate representative distribution of the target group in the study. To generalize the results and analyze them logically, a larger sample size is required to obtain clear results.
- Fourth, lack of time: Lack of time is considered one of the biggest challenges that greatly affects the quality of research. Not having enough time to complete all research requirements. This problem was overcome by setting a specific time plan to complete and complete all tasks in the required time.
- Fifth, limited information: One of the obstacles that the researcher faced during the study process was the difficulty of obtaining all the information he needed to conduct the research, due to restrictions on some confidential and sensitive data in the bank, which are prohibited from being published or shared with others.

5.6 Future Research:

- Future researchers can use a larger sample size to conduct the analysis more precisely for easy generalization and clear results.
- Future researchers can support the topic (The effects of quality of work life on employee performance and satisfaction) by applying it to banks and other institutions in order to reach larger conclusions and theories.
- In addition, to obtain accurate and reliable data, future researchers can rely on various methodologies to collect information through personal interviews, questionnaires, case studies, and literature reviews to obtain a comprehensive vision on the topic.
- Other researchers can also attract the attention of institutions and banks about the importance of the quality of work life by focusing more deeply on the topic and revealing the effects and positive aspects that the institution will achieve.

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APPENDIX 1: PROJECT DIARIES

Diary 1



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 2 (BABA) Dairy

Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Dhikra Sulaiman Hamad Alamri – 18F18154	Week:	5
Name of Supervisor:	Festus Odhigu		
Project Title:	The effects of quality of work life on employee performance and satisfaction in Bank Muscat.		

Date/ Day: 5/4/2024	Time:	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Choosing Project title:	After researching the best HR topics, the researcher decided to choose a suitable topic of great importance (quality of work life), and after that, approval was obtained from the project supervisor.
Getting Approval from Bank Muscat:	After that, an employee of the selected institution (Bank Muscat) was contacted to submit a request to obtain approval to start the project.
Determine the purpose of the research & research questions:	After analyzing and exploring the topic in depth, the researcher was able to determine the purpose of the study as well as identify 4 main objectives related to the topic. In addition, identifying 4 clear questions that need to be answered through the study.
Writing the background of the study:	Providing a general overview of the study topic in a clear and comprehensive manner. The researcher's goal is to provide the reader with an idea about all the important concepts and information related to the study issue.



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Approval Date	23/12/2020	Effective Date	23/12/2020
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Writing the research methodology:	Then after that, the researcher explained all the steps that he would follow in conducting the project in terms of describing the research design, as well as the study population, and defining the sample. In addition, methods of data collection and analysis.
Writing the literature review:	While in literature reviews, the researcher reads some recent books and articles related to the objectives of the study and then analyzes them to reach the results.
The final step is submitting the project proposal:	After writing all the requirements, the proposal was submitted with some modifications being finalized.
Comments / observations / remarks by the student	
There are some challenges that the researcher faced, which is the lack of sufficient articles to rely on according to the subject of the study. In addition, the time period is not sufficient to complete all study requirements due to time constraints.	
Remarks / Comments by the Supervisor	
Project title was discussed and approved. Research objectives and research questions were reviewed and approved. The project proposal was evaluated, and feedback was given. The student was asked to incorporate the project proposal feedback in chapter 1. Chapter 1 was discussed and an outline for chapter 1 was given.	
Signature of Student: Date:	Signature of Supervisor: <i>Fatma Odhaya</i> Date: 6/4/2024

Diary 2



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 2 (BABA) Dairy


Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Dhikra Sulaiman Hamad Alamri – 18F18154	Week:	7
Name of Supervisor:	Festus Odhigu		
Project Title: The effects of quality of work life on employee performance and satisfaction in Bank Muscat.			

Date/ Day: 20/04/2024	Time: 6:30	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Regarding chapter 1: A background on the subject of the study was written, as well as the Aims and objectives of the study, research questions, defining the problem statement, in addition to discussing the limitations of the study and the scope of the study, defining the operational terms in the study and their definition, the structure of the research, and finally the summary.	<ul style="list-style-type: none"> The researcher made sure to provide all the basic information required in the project. According to the project supervisor's comments, some points were modified, such as: <ol style="list-style-type: none"> Add more points to accurately define the research problem statement. Providing more contributions and features to the project in the significance of the study. Modification of the research objectives and questions. Write more definitions of operational terms that are relevant to the topic of the study. Also, an amendment to the project schedule.



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Approval Date	23/12/2020	Effective Date	23/12/2020
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Comments / observations / remarks by the student	
<p>The researcher participated in a workshop to help write the project chapter 1, which is a wonderful and excellent opportunity to obtain a broad and comprehensive background on the requirements of the project chapter 1. In addition, the project supervisor was supportive of all students in terms of providing advice and helping them deliver the project with the best quality.</p>	
Remarks / Comments by the Supervisor	
<p>Chapter 1 was reviewed, feedback was given, and the student was asked to incorporate the feedback in the final project report. Chapter 2 was discussed with the student. The main headings for chapter 2 literature review were formulated, reviewed, and approved.</p>	
Signature of Student:  Date:	Signature of Supervisor: <i>Fawaz Odhagu</i> Date: 16/4/2024



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 3 (BABA) Dairy

Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID: Dhikra Sulaiman Hamad Alamri – 18F18154		Week: 9	
Name of Supervisor: Festus Odhigu			
Project Title: The effects of quality of work life on employee performance and satisfaction in Bank Muscat.			

Date/ Day: 01/05/24	Time: 9:28	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Chapter (2): Literature review on the effects of quality of work life on employee performance and satisfaction. Introduction, The concept of quality of work life, Employee performance, Employee satisfaction, The effects of quality of work life on employee performance and satisfaction, The relationship between quality of work life and employee performance, The relationship between quality of work life and employee satisfaction, Strategies that enhance quality of work life, The factors affecting the quality of work life, employee performance and satisfaction, The theories	2.1 Introduction: The researcher provided an overview of the idea of the chapter 2 (literature review) and what it contains. 2.2 The concept of quality of work life: In this part, the researcher explains in general the concept of quality of work life. In addition to Analyzing the factors and procedures that the administration relies on and seeks to achieve in order to provide a better work life for employees. 2.3 Employee performance: The researcher explained the definition and description of employee performance. In addition, the researcher pointed out some types of employee performance. 2.4 Employee satisfaction: Describe and definition employee satisfaction. In addition to the standards and methods that raise the level of satisfaction and happiness among employees. 2.5 The effects of quality of work life on employee performance and satisfaction: Regarding this point, the researcher focused on explaining the effects of the quality of work life on employee satisfaction and performance, and to




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Approval Date	23/12/2020	Effective Date	23/12/2020
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<p>of quality of work life, and Summary.</p>	<p>reach the results, he relied on previous studies related to the subject of the study.</p> <p>2.6 The relationship between quality of work life and employee performance: Discussing the relationship between the quality of work life and employee performance, and identifying methods related to the quality of work life to enhance the level of employee productivity and commitment and increase their desire to carry out all job tasks with the best quality.</p> <p>2.7 The relationship between quality of work life and employee satisfaction: To discuss the relationship between the quality of work life and employee satisfaction, and to reach the results and conclusions, the researcher focused on some studies to reveal and analyze in depth the relationship between the extent of employee satisfaction and high-quality work life.</p> <p>2.8 Strategies that enhance quality of work life: While at this point, the researcher explained some strategies that raise the level of quality of work life. Moreover, Analyzing aspects and strategies that, if implemented or improved, would have a great impact on improving the quality of work life.</p> <p>2.9 The factors affecting the quality of work life, employee performance and satisfaction: Discuss the positive and negative factors that may directly affect employees in terms of their productivity as well as their satisfaction. Identifying the factors that the organization must follow to influence employees positively and provide them with material, psychological, and moral comfort.</p>
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Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
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Review Date	18/01/2024	Next Review Date	16/01/2025

	<p>2.9.1 The theories of quality of work life: The researcher focused on some important theories that organizations can adhere to in order to enhance the quality of work life and influence employee motivation, which enhances their productivity and raises their level of satisfaction at work.</p> <p>2.10 Summary: The researcher discussed briefly the results he reached through previous research and studies on the topic of quality of work life.</p>
<p>Comments / observations / remarks by the student The researcher faced some difficulties in obtaining recent articles and studies from (2018 to 2024) related to the subject of the study. In addition, a workshop project on (methodology) was very useful and helped the researcher to learn more about the required tasks and how to complete them correctly.</p>	
<p>Remarks / Comments by the Supervisor The headings for chapter 2 were reviewed and finalized. Chapter 2 was reviewed, and feedback was given. Chapter 3 outline was given and discussed. The student was asked to formulate a questionnaire for review and approval.</p>	
<p>Signature of Student:  Date:</p>	<p>Signature of Supervisor: <i>Fatma Othman</i> Date: 4/5/2024</p>



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 2 (BABA) Dairy

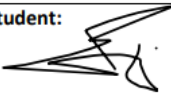
Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Dhikra Sulaiman Hamad Alamri – 18F18154	Week:	11
Name of Supervisor:	Festus Odhigu		
Project Title:	The effects of quality of work life on employee performance and satisfaction in Bank Muscat.		

Date/ Day: 18.5.2024	Time: 1:30	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Regarding chapter 3: Introduction, research design, Population of the Study, Sampling Technique and Sample Size, Research Instruments and Validity and Reliability Testing, Data Collection Techniques, Data Analysis Technique, Legal, Ethical and Social Considerations, and Summary.	<p>3.1 Introduction: At this point, the researcher explained a quick overview of the concept of research methodology. In addition to the contents of Chapter 3.</p> <ul style="list-style-type: none"> • 3.2 Research design: At this point, the researcher explained the type of research design specified in the project and identified its features, as well as an explanation of the research process from beginning to end and how the data will be collected. In addition to the type of data used in this study that the researcher wishes to analyze, along with determining the advantages of (quantitative approach). • 3.3 population of the study: Clearly define the study population. In addition to discussing the group that benefits from the research results. • 3.4 Sampling method and sample size: In this part, the appropriate sampling technique was chosen, which is (simple random sampling), and the advantages of the random sampling method were discussed. Moreover, determining the appropriate sample size for this study. • 3.5 Research tools and testing validity and reliability: As for the research tools, the researcher chose the questionnaire tool to collect primary data, while discussing the advantages. In



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	<p>addition, using validity and reliability testing to ensure the quality and credibility of the research.</p> <ul style="list-style-type: none"> • 3.6 Data collection techniques: At this point, focus was placed on appropriate techniques for collecting primary and secondary data, with a discussion of the pros and cons of primary and secondary data. • 3.7 Data analysis method: In this step, after collecting the participants' responses, the data will be analyzed, and the researcher chose to use descriptive statistics to clearly interpret the results. • 3.8 Legal, ethical and social considerations: The researcher clearly explained how to adhere to all legal, ethical and social aspects to ensure the reliability and validity of the study. • 3.9 Summary: In the last point, the contents of the chapter are summarized, and the next chapter is discussed.
Comments / observations / remarks by the student	
<p>By attending the workshop, it helped me understand more deeply about the research methodology and how to choose the appropriate research design for the project. It also helped me know the appropriate techniques for analyzing data.</p> <p>In addition, work on the questionnaire to distribute it to Bank Muscat employees to take their responses and then begin data analysis in Chapter 4.</p>	
Remarks / Comments by the Supervisor	
<p>Feedback was given for chapter 3. The student was advised to incorporate the feedback in the final project report. The questionnaire was reviewed, and feedback was given. Chapter 4 data analysis was discussed.</p>	
<p>Signature of Student:</p> <p>Date:</p> 	<p>Signature of Supervisor: <i>Fawaz Oudry</i></p> <p>Date: 19/5/2024</p>



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 2 (BABA) Dairy


Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Dhikra Sulaiman Hamad Alamri - 18F18154	Week:	12
Name of Supervisor: Festus Odhigu			
Project Title: Project Title: The effects of quality of work life on employee performance and satisfaction in Bank Muscat.			

Date/ Day: 25/5/2024	Time: 8:04	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Regarding chapter 4: Introduction, Analysis of the questionnaire data, and Summary	4.1: Introduction: A simple overview of Chapter 4 and what it includes. 4.2: Data Analysis: The primary data collected will be analyzed through participants' responses to the questionnaire distributed to Bank Muscat employees. Which contains 20 Questions that cover the research objectives. 4.3: Summary: The fourth chapter and its contents will be summarized.
Comments / observations / remarks by the student Collecting data from questionnaire. Attending the workshop helped me understand more deeply about data analysis and what tools are used for analysis. Analyzing the collected data.	
Remarks / Comments by the Supervisor	



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Chapter 4 was reviewed, and feedback was given. Chapter 5 outline was discussed and given to the student. The student was asked to download a certificate of ethical approval from SIS.	
Signature of Student: Date:	 Date: 25/5/2024
Signature of Supervisor: <i>Fatma Odhigis</i>	



Document Name & Type	Project 2 (BABA) Dairy Template	Author/Department	Head, Management Studies Department
Approval Date	23/12/2020	Effective Date	23/12/2020
Review Date	18/01/2024	Next Review Date	16/01/2025

Project 2 (BABA) Dairy


Module Name	Project 2		
Module Code	<input checked="" type="checkbox"/> PROJ 30001-HR <input type="checkbox"/> PROJ 30001-AF <input type="checkbox"/> PROJ 30001-GA <input type="checkbox"/> PROJ 30001-MK		
Programme Name	BA (Hons) Business Administration (CU)		
Name of Student and ID:	Dhikra Sulaiman Hamad Alamri - 18F18154	Week:	13
Name of Supervisor: Festus Odhigu			
Project Title: Project Title: The effects of quality of work life on employee performance and satisfaction in Bank Muscat.			

Date/ Day: 1/6/2024	Time: 10:00	Venue:
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Tasks as per project plan	Actual tasks taken up / completed
Chapter 5: Introduction, Summary of findings, Conclusion, Recommendations, Limitations, and Future research.	5.1: Introduction: A simple overview of Chapter 5 and what it includes. 5.2: Summary of findings: the results related to the fourth chapter will be presented according to the participants' responses to reach answers and conclusions about the research objectives and reveal the impact of the quality of work life on the performance and satisfaction of employees at Bank Muscat. 5.3: Conclusion: Reaching the conclusion of the study. 5.4: Recommendations: the researcher will provide some recommendations to Bank Muscat to improve the quality of work life. 5.5: Limitations: identified the obstacles and that the researcher faced during the study process 5.6: Future research: providing some key advice to future researchers.



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Comments / observations / remarks by the student	
Attending workshop. Request a letter of approval from the project supervisor. Making the presentation PPT. Start final report formatting.	
Remarks / Comments by the Supervisor	
Chapter 5 was reviewed, and feedback was given. Formatting guidelines were discussed. The student has been informed to strictly follow the formatting guidelines in the project guide. Project presentation was discussed.	
Signature of Student: Date: 	Signature of Supervisor: <i>Fotouh Odhigu</i> Date: 2/6/2024

APPENDIX 2: QUESTIONNAIRE QUESTIONS

Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

Part 1: Demographic Data

1. Gender:

- a. Male
- b. Female

2. Age:

- a. 20 – 30
- b. 31 – 40
- c. 41 – 50
- d. Above 50

3. How many years have you been working in Bank Muscat:

- a. 0-5 Years
- b. 6—10 Years
- c. 7-15 Years
- d. More than 15 Years

4. Educational qualification:

- a. Diploma
- b. Bachelor
- c. Master
- d. Others

Review Date	20/10/2024	Next Review Date	20/10/2024
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Part 2:

Please read each statement carefully and tick your answer.

A. Evaluate the effects of quality of work life on employee performance and satisfaction in Bank Muscat.

1. To what extent do you feel that Bank Muscat work environment supports your well-being?

- a. Completely
- b. To a large extent
- c. To some extent
- d. To a small extent
- e. Not at all

2. Quality of work life directly impacts my overall job satisfaction?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

3. How satisfied are you with the material and moral incentives provided by Bank Muscat?

- a. Very satisfied
- b. satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

4. Do you feel comfortable sharing your suggestions and opinions at Bank Muscat?
 - a. Yes, very comfortable
 - b. Yes, somewhat comfortable
 - c. No, not comfortable

5. Has Bank Muscat succeeded in meeting the basic needs and requirements of employees?
 - a. Yes, completely
 - b. Yes, to some extent
 - c. No, not at all

B. To examine the relationship between quality of work life, employee performance and satisfaction in Bank Muscat.

6. The work-life balance policies in Bank Muscat positively impact on my job satisfaction.
 - a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree

7. Do you see that there is a positive and direct relationship between the quality of work life at Bank Muscat and employee performance?
 - a. Yes, strongly agree
 - b. Yes, somewhat agree
 - c. No, do not agree

Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

8. Do you receive sufficient opportunities for professional and personal development at Bank Muscat?

- a. Yes, strongly agree
- b. Yes, somewhat agree
- c. No, do not agree

9. Do you agree with the statement “A high-quality career has a direct relationship to my satisfaction at work”?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

10. Which of the following benefits by Bank Muscat do you think contributes most to improving the quality of work life?

- A. Flexible work arrangements
- B. Health and wellness programs
- C. Career development opportunities
- D. Recognition and rewards
- E. Work-life balance initiatives

C. To analyse the strategies that enhance quality of work life in Bank Muscat.

11. How important do you think Bank Muscat's organizational culture is in enhancing the quality of work life?

- A. Very important
- B. Important
- C. Neutral
- D. Not very important
- E. Not important at all

Approval Date	23/03/2013	Effective Date	23/03/2013
Review Date	29/10/2023	Next Review Date	28/10/2024

12. In your opinion, which aspect of Bank Muscat's work environment contributes the most to job satisfaction?

- A. Collaborative work culture
- B. Supportive leadership
- C. Opportunities for advancement
- D. Workload management
- E. Employee recognition programs

13. How effective do you think Bank Muscat's employee engagement initiatives are in improving the quality of work life?

- A. Very effective
- B. Effective
- C. Neutral
- D. Ineffective
- E. Very ineffective

14. Opportunities for skill development and growth at Bank Muscat enhance my job satisfaction.

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

15. In your opinion, what additional aspects would you like Bank Muscat management to commit to enhance the quality of work life?

- A. Developing training and professional development programs
- B. Providing programs to enhance balance between work and personal life
- C. Providing programs to enhance communication and build positive relationships between employees
- D. Develop rewards and promotions programs

D. To assess the factors affecting the quality of work life, employee performance and satisfaction in Bank Muscat.

16. What improvements would you like Bank Muscat to implement to raise the level of employee performance?

- a. Improving the employee performance evaluation system
- b. Setting clear goals and plans for employees
- c. Providing opportunities for employees to participate in decision-making
- d. Supporting creativity and innovation in the workplace

Document Name & Type	Coursework Questionnaire Template	Author/Department	Head, Centre for Academic Practices
Approval Date	29/09/2019	Effective Date	29/09/2019
Review Date	29/10/2023	Next Review Date	28/10/2024

17. Recognition and rewards provided by Bank Muscat positively impact on my job satisfaction and performance.

- A. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

18. Does Bank Muscat have a system in place to address employee grievances and concerns promptly?

- a. Yes
- b. No

19. Bank Muscat's support and guidance positively impact my ability to perform well at work?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

20. Do you think that teamwork and cooperation among employees have an important role in raising the level of quality in work life?

- a. Very important
- b. Important
- c. Neutral
- d. Not very important
- e. Not important at all

APPENDIX 3: CERTIFICATE OF ETHICAL APPROVAL



Certificate of Ethical Approval

RollNumber 18F18154

Student Name DHIKRA SULAIMAN HAMED AL AMRI

Semester 2024 Spring

Project Title

The effects of quality of work life on employee performance and satisfaction in Bank Muscat

This is to certify that the above named student has completed the Middle East College Ethical Approval process and their project has been confirmed and approved as Low Risk.

Supervisor Festus Odhigu

Date of Approval May 20, 2024

APPENDIX 4: NDA/ LETTER FORM THE ORGANIZATION



CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT FOR MIDDLE EAST COLLEGE RESEARCH PROJECT STUDENTS

In consideration of the availability of opportunities to perform research project, I hereby agree, as a researcher of the study entitled "The effects of quality of work life on employee performance and satisfaction in Bank Muscat" to maintain all information and data gathered and/or developed, be kept confidential.

I understand that this confidentiality includes: technical and non-technical information, company information, respondents names except otherwise permitted, patterns, drawings, specification, and any other pertinent company information, that has been taken in association with or in any way directly related to the research project.

I also agree that upon the completion of my undergraduate program, I shall be entitled to disclose and hereby agree to safeguard, to the best of my ability, any of the above-mentioned confidentiality on my research project. I further agree that in case of using this to further researches, other person should obtain permission from me, supervisor(s) and/or from the College before I disclose such information.

Name of Student and ID: Dhikra Sulaiman Hamed Alamri- 18F18154

Signature of Student:

Date: 12.6.2024

POSTER



كلية الشرق الاوسط
Middle East College

The Effects of Quality of Work Life on Employee Performance and Satisfaction in Bank Muscat

Student name: Dhikra Sulaiman Hamad Alamri
ID: 18F18154
Human Resource Management

Introduction:

The purpose of the study is to provide a new and in-depth view on the topic of quality of work life. According to the study, the resulting effects of QWL on employee performance and satisfaction at Bank Muscat will be evaluated. The study also sheds light on analyzing the relationship between QWL and employee satisfaction and performance. In addition to an analysis of the strategies that Bank Muscat must adhere to and implement to enhance the quality of work life. As well as an evaluation of the factors affecting QWL and the performance and satisfaction of employees in the bank.

Research objectives:

- To evaluate the effects of quality of work life on employee performance and satisfaction in Bank Muscat.
- To examine the relationship between quality of work life, employee performance and satisfaction in Bank Muscat.
- To analyze the strategies that enhance quality of work life in Bank Muscat.
- To assess the factors affecting the quality of work life, employee performance and satisfaction in Bank Muscat.

Methodology:

To collect information from the target group in the study, the researcher will conduct a questionnaire that contains quantitative questions. In addition, to complete the project requirements and support the results, secondary sources will be relied upon, which includes (academic research, Journal articles and books).

Statement of research problem:

Bank Muscat seeks to change the current method and work culture by implementing many modern strategies to create a more appropriate and motivating work environment for employees and achieve psychological and job satisfaction for the individual in the organization. The aim of this project is to study and analyze the relationship between the quality of work life and employee performance and satisfaction at (Bank Muscat Corporation).

Expected outcomes:

- Revealing the relationship between the quality of work life and employee performance and satisfaction.
- Identifying the factors affecting the quality of work life.
- Analyzing strategies to improve the quality of work life.
- Providing suggestions to improve the quality of work life at Bank Muscat.

Conclusion: The study provides a clear and new vision on the topic of quality of work life. The researcher will focus on revealing the relationship between the quality of work life and the performance and satisfaction of employees at Bank Muscat. In addition, an evaluation of the impact of the quality of work life on employees' performance and satisfaction. As well as analyzing the strategies that enhance the quality of work life at Bank Muscat to create a positive work life and enhance the productivity and satisfaction of employees to achieve the organization's goals and success.

Reference:

Daniel, C. O. (2019). Analysis of Quality Work Life on Employees Performance. *International Journal of Business and Management Innovation (IJBM)*, 8(2), 60-65.
https://www.researchgate.net/publication/338690054_Analysis_of_Quality_Work_Life_on_Emploees_Performance