

Dear Participant,

The intention of this research is to collect information concerning the supply chain integration at Jordanian banks.

You are bank employees who play an important role in supply chain integration with all parties and are willing to serve the customer of banks, which will involve filling the attached questionnaire. I would be grateful if you are able to share your opinion. Your answer in Table 2 is graded from 1–5: 1 strongly disagree, 2 disagree, 3 neutrally agree, 4 agree, and 5 strongly agree.

The questionnaire will require approximately 10 minutes to complete. In order to ensure that all information will remain confidential, please do not include your name.

If you choose to participate in this project, please answer all the questions as honestly as possible by using the electronic questionnaires promptly. Thank you for taking the time. The data collected will provide useful information regarding the improvement of the supply chain integration and financial performance in Jordanian banks. Thank you for your participation.

### Questionnaire – bankers perspective

<b>Respondent's Characteristics</b>	
<b>Gender</b>	
Male	
Female	
<b>Age</b>	
Less Than 25 Years	
25 – Less Than 35 Years	
35 – Less Than 45 Years	
45 – Less Than 55 Years	
55 Years and More	
<b>Experience</b>	
Less than One Year	
1 – Less Than Five Years	
5 – Less Than 10 Years	
10 – Less Than 15 Years	
15 Years and More	
<b>Job Position</b>	
Top Management	
Middle Management	
Supervisory Level	
Non-Managerial Level	
<b>Educational Level</b>	
Diploma and Less	
Bachelor	
Higher Diploma	
Masters	
Doctorate	

#	Statement	References	1	2	3	4	5
<b>Independent variable</b>							
<b>1- Customer integration</b>							
1	The bank pursues customer relationships and involvement that goes beyond sales transactions.						

2	The level of bank linkage with our major customer through information networks.						
3	The bank periodically evaluates the importance of our relationship with our customers.						
4	Planning, forecasting, and innovation are collaboratively done in this bank.						
5	We strive to be highly responsive to our customers' needs.						
6	We frequently measure and evaluate customer satisfaction.						
7	The bank frequently determines future customer expectations.						
8	The bank follows up with customers for feedback.						
<b>2- Supplier integration</b>							
1	The bank maintains cooperative relationships with our suppliers.						
2	The bank shares our production plans with our suppliers.						
3	The bank maintains close communication with suppliers about quality considerations and design changes.						
4	The bank establishes quick ordering systems with our major suppliers.						
5	Our major supplier shares their production schedule with the bank.						
6	The level of information exchange in the bank with our major supplier through our information network.						
7	The bank helps its major suppliers improve their process to better meet bank needs.						
8	The bank strives to establish long-term relationships with suppliers.						
<b>3- Internal integration</b>							
1	The bank integrates data among internal functions.						
2	The real time and communication integration are instilled among all the internal functions of the bank departments.						
3	The bank departments share ideas, information, and/ or resources.						
4	The utilization of periodic interdepartmental meetings in the bank among internal function.						
5	The bank departments make the project's technical and operative decisions together.						
6	The functions of the bank cooperate to solve conflicts between them, when they arise.						
7	Bank performance metrics promote rational trade-offs among customer service and operational costs.						
8	The bank departments help each other accomplish their tasks in the most effective way.						
9	The bank departments try to achieve goals jointly.						
10	All the departments in the company are working interactively with each other.						
<b>4- Internal control</b>							
1	The bank utilizes acquired or documented knowledge in supply chain strategy planning, service production within customer needs, managing customer orders, logistics, invoicing, and development of the supply chain.						
2	The bank has an impact on the flow of cash along the supply chain.						
3	The information system integration and transparency help the collaboration between the bank and supply chain partners.						
4	Senior management set expectations for business operations and internal controls.						
5	Management has the responsibility of defining policies, processes, and procedures for governance, risk management, and compliance.						
6	The internal auditors provide assurance to the board about the management's performance and duties.						
7	Responsibilities are divided among staff members (so that no single employee has the authority to execute two or more conflicting sensitive transactions), thereby maintaining appropriate segregation of duties.						
8	The bank has embedded internal controls into a computerized system.						
<b>Dependent variable</b>							
<b>Financial performance</b>							
1	Over the past three years, the bank financial performance has exceeded that of the competitors.						
2	The past three years have been more profitable for the bank than our competitors.						
3	Over the past three years, the bank sales growth has exceeded that of the competitors.						
4	The bank and supply chain partners pool financial and non-financial resources.						
5	Return on assets has been substantially increased by supply chain integration.						
6	Sales rate for primary customers has been markedly improved by supply chain integration.						