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## **ARTICLE PUBLISHING PROCESS**

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## **ARTICLE REVIEW PROCESS (REVIEW 1)**



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#### **Reviewer 1** Revision The article title is too long, consisting of 26 words. It 1. should be made in a short but clear format related to this study. Abstract consists of more than 200 words (exceeding the 2. Abstract has been shortened (198 words) 2. requirements of Cogent Business & Management journal). The introduction should outline the urgency of the 3. The urgency of this research has been added in 3. paragraph 2, that was explained about the urgency of research, given that the research was only conducted in a city, not a country. this research related to the phenomena of sharia bank in Pekanbaru, Riau. also the next urgency is to fill the gap from previous studies through the new concept that develop in this research (paragraph 6). State of the art in this study has not been described. 4. State of the art has described in the part of literature 4. review (parapraph 3) Additional relevant references should be added to 5. Relevant references has been added. 5. formulate the hypothesis. Table formats in this article are not consistent among 6. The table format already fixed. 6. each other. 7. 7. The theoretical and practical implications has been There are no theoretical or practical implications related to the research findings in the conclusion section. added to the end of discussion. Please check that all references are related to the study. 8. **Reviewer 2** Response I have several suggestions for improving this study. First) 1. I have revised the first sentence of the abstract. The first sentence of the abstract is so critical. How do you

## **ARTICLE REVIEW PROCESS (REVIEW 1 - REVISION TO REVIEWERS)**

know "The low achievement of Islamic banks in Indonesia is influenced by several factors, one of which is the performance of employees."? You have to revise it. <b>Second</b> , Since this study discusses Sharia banks, it's better to provide some explanations about the structure of Islamic banks. How does it work? It might be interesting for readers to know about the Islamic bank's system. Also, you can briefly review the studies done about Islamic banks in different fields such as A) Investor protection and dividend policy: The case of Islamic and conventional banks. Emerging Markets Review, 2016, 27, 100-117. B) The impact of external governance and regulatory settings on the profitability of Islamic banks: Evidence from Arab markets. International Journal of Finance & Economics, 2023, 28(2), 2124-2147. C) Examining the impacts of environmental characteristics on Shariah-based bank's capital holdings: role of country risk and governance quality. The Economics and Finance Letters, 2022, Fortheoming. <b>Third</b> , the literature review should be updated by adding more recently published studies about employee performance such as: "Examining the impact of financial literacy, financial self-control, and demographic determinants on individual financial performance and behavior: An insight from the Lebanese Crisis Period. Sustainability, 2022,14(22), 15129." <b>Fourth</b> ) The policy implications should be explained to different stakcholders. <b>Fifth</b> ) The gaps, aims, research questions, and contributions should be explained throughout your study. Reviewer 5: Dear author, The topic that you have chosen is unique and interesting. However, in the introduction there are many arguments that have not been referred, therefore, I strongly recommend you use the recent literature review is being conducted instead of conducting an exhaustive literature review. I believe that while building the arguments for justifying the study you need to strengthen the work in terms of theoretical contribution. In the literature several scholarly works shou	<ol> <li>Explanation about sharia bank has been added, also the studies that recommended by reviewer has been added.</li> <li>more references related this study has been added in the literature review.</li> <li>The theoretical and practical implications has been added to the end of discussion.</li> <li>The gap, aims, research questions and gaps has clearly stated in the introduction.</li> <li>The research gap has clearly stated in the introduction.</li> <li>the hap has found based on the previous studies that have inconsistent results, and there still lack of study from the previous research that using organizational innovation and knowledge sharing as mediation, especially in the case of sharia/Islamic banking employees performance.</li> <li>The reference that recommended already added.</li> <li>The theoretical and practical contribution also explained in the introduction and in the part of discussion as implication.</li> <li>Literature review has been added with some explanation about state of the art in this research and also relevant research are explained to develop hypothesis.</li> <li>In the conclusion it has explained about this research finding contributed to fill the gap from previous research, it also has clearly stated in the end of discussion part.</li> </ol>

8(191), 1-14. doi: <u>https://doi.org/10.3390/joitmc8040191</u>	
Bilal, Z. O., & Sulaiman, M. A. (2021). Factors persuading customers to adopt islamic banks and windows of commercial banks services in Sultanate of Oman. Review of International Geographical Education(RIGEO), 11(4), 651- 660. doi:10.33403/rigeo. 800679	
Asad, M., Ahmad, I., Haider, S. H., & Salman, R. (2018). A critical review of Islamic and conventional banking in digital era: A case of Pakistan. International Journal of Engineering & Technology, 7(4.7), 57-59.	
Sumbal, M. S., Ali, M., Sahibzada, U. F., Mir, F. N., Tariq, A., & Munir, H. (2021). Big Data Based Knowledge Management vs. Traditional Knowledge Management: A People, Process and Technology Perspective. Journal of Information Science & Engineering, 37(5).	
Hammami, S. M., Ahmed, F., Johny, J., & Sulaiman, M. A. (2021). Impact of knowledge capabilities on organisational performance in the private sector in Oman: an SEM approach using path analysis. International Journal of Knowledge Management (IJKM), 17(1), 15-18. doi:10.4018/IJKM.2021010102	
Asif, M. U., Asad, M., Kashif, M., & Haq, A. u. (2021). Knowledge exploitation and knowledge exploration for sustainable performance of SMEs. 2021 Third International Sustainability and Resilience Conference: Climate Change (pp. 29-34). Sakheer: IEEE. doi:10.1109/IEEECONF53624.2021.9668135	
Khan, A. A., Asad, M., Khan, G. u., Asif, M. U., & Aftab, U. (2021). Sequential mediation of innovativeness and competitive advantage between resources for business model innovation and SMEs performance. 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 724-728). Sakheer: IEEE. doi:10.1109/DASA53625.2021.9682269	
The conclusions section is quite acceptable and is appropriate, however, like the introduction linking your findings with the current literature recommended above could be of great help for promoting the significance of the study and then it will then have a significant impact in the body of knowledge.	

## **ARTICLE REVIEW PROCESS (REVIEW 2)**





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## **ARTICLE REVIEW PROCESS (REVIEW 2 - REVISION TO REVIEWERS)**

Reviewer 1	Revision
The title is still too long and has not changed from the previously reviewed article. It should be made in a short but clear format related to this study.	The title has been shortened
State of the art in this study has not been described.	State of the art has been described in the first section of literature review to explain the development studies in Islamic Banking Employee Performance. "Previous research has conducted a lot of research on the performance of Islamic banking employees including research by Kolibácová (2014) using the balance scorecard approach to analyse competency and performance measurement in Islamic banking employees. Research by Shaikh et al. (2017) and Sarmad et al. (2018) with a mixed method approach analysing Stress Psychology, Stress Organization and Communication Spirituality in the workplace has a real impact on improving the performance of Islamic banking employees. Research by Shaikh et al. (2017) and Afif et al. (2023) with the linerar regression analysis method found motivation to be a factor that affects the performance of Islamic Banking employees. Research by (Hamzah & Basri 2021) using the Structural Equation Model (SEM) analysis method found important factors that play a role in improving the performance of Islamic banking employees. Other factors such as organisational

	culture also have an impact on improving the performance of Sharia banking employees as researched by Wulandari (2021) and Wibowo et al. (2021) with a Multiple Linear regression analysis approach on 100 employees. Research on innovation has an influence on the performance and work productivity of Islamic banking employees conducted by Wibowo et al. (2021). Research by Mawad et al., (2022) with an associative analysis approach found that financial financial self-control and demographic determinants play an important role in improving employee performance. Research development using indirect effect analysis using moderation or mediation with the Structural Equation model method has also been developed by previous researchers including: performance model for Islamic banking employees using the mediation of Islamic work ethics (Sarmad et al., 2018). Mediation role of internal control systems in the relationship between employee motivation on employee performance (Jarah et al., 2023). From various existing previous studies, this study formulated a model using 2 mediation approaches,
	namely organizational innovation and knowledge
	sharing, which were different from previous
The table format is not consistent and is still	studies" The table format has been corrected
the same as the previous reviewed article.	
There are already theoretical implications, but the practical ones have yet to be explained.	The practical implications has been explained in the last paragraph of Discussion part. "The practical implications of this research are: 1) <i>For Islamic banking management</i> , it is necessary to provide sufficient support and budget for innovation initiatives. Investments in technology of Islamic Banking such as development of a digital banking platform that allows customers to access accounts, conduct transactions, transfer funds and make payments easily through an app or website will help strengthen an organization's innovation capabilities. 2) <i>For employees</i> , Islamic Banking employees need to be included in training and development programs that focus on developing competencies relevant to their roles. This can improve their skills in innovating and taking on new challenges. 3). <i>For customers and other stakeholders</i> , organizational innovation can produce sharia banking products and services that are more innovative, efficient and relevant to customer needs. This will enhance the customer experience and strengthen the relationship with the bank."
Reviewer 2	Revision

I have several suggestions for improving this study. First) The first sentence of the abstract is so critical. How do you know "The low achievement of Islamic banks in Indonesia is influenced by several factors, one of which is the performance of employees."? You have to revise it. Second. Since this study discusses Sharia banks, it's better to provide some explanations about the structure of Islamic banks. How does it work? It might be interesting for readers to know about the Islamic bank's system. Also, you can briefly review the studies done about Islamic banks in different fields such as A) Investor protection and dividend policy: The case of Islamic and conventional banks. Emerging Markets Review, 2016, 27, 100-117. B) The impact of external governance and regulatory settings on the profitability of Islamic banks: Evidence from Arab markets. International Journal of Finance & Economics, 2023, 28(2), 2124-2147. C) Examining the impacts of environmental characteristics on Shariah-based bank's capital holdings: role of country risk and governance quality. The Economics and Finance Letters, 2022, Forthcoming, Third, the literature review should be updated by adding more recently published studies about employee performance such as: "Examining the impact of financial literacy, financial selfcontrol, and demographic determinants on individual financial performance and behavior: An insight from the Lebanese Crisis Period. Sustainability, 2022, 14(22), 15129." Remarkably, the references in the manuscript should be mentioned in the reference list!! Fourth) The policy implications should be explained to different stakeholders. Fifth) The gaps, aims, research questions, and contributions should be explained throughout your study.

## **ARTICLE REVIEW PROCESS (REVIEW 3)**



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## **ARTICLE REVIEW PROCESS (REVIEW 3 - REVISION TO REVIEWERS)**



## **Reviewer 1**

- 1. we have adjusted the format of tables and figures to meet the required standards.
- 2. In response to your suggestion about improving references, we have made a conscious effort to include more articles from reputable journals in our reference list.

## **Reviewer 2**

- 1. We have included a detailed account of the exact items and questions that were presented to respondents regarding all variables of the study.
- 2. In accordance with your advice, we have now reported Average Variance Extracted (AVEs), discriminant validity analysis, and construct reliability. This includes Cronbach's alpha, composite reliability, as well as item loadings for each variable under study.
- 3. Following your suggestion, we expanded our section on future research directions substantially.

### **ARTICLE ACCEPTANCE**



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AUTHOR	Zulkifli Zulkifli <sup>1</sup> , Astri A Hamzah <sup>3</sup>	Ayu Purwati <sup>2</sup> , Nic	holas Renaldo <sup>2</sup> , 2	Zulfadli Hamzah <sup>1</sup>	and Muhammad	i Luthfi		SER: All	Θ	TYPE:	
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