




ARTICLE PUBLISHING PROCESS



Taylor & Francis Group
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Hi, Zulkifli

My Articles

SUBMIT NEW MANUSCRIPT

	SUBMISSION	TITLE	JOURNAL	STATUS	CHARGES
	236675783	EMPLOYEE PERFORMANCE OF SHARIA BANK IN...	Cogent Business & Management	Accepted	Paid

SUBMISSION

27 May 2023

Submission Created

27 May 2023

Submission Incomplete

27 May 2023

Manuscript Submitted

27 May 2023

With Journal Administrator

PEER REVIEW

28 May 2023

With Editor

24 June 2023

Out for Review

PEER REVIEW

28 May 2023

With Editor

24 June 2023

Out for Review

26 June 2023

Reviews Complete

02 July 2023

Decision Pending

02 July 2023

Revision Required

25 July 2023

Revision Incomplete

25 July 2023

Revised Manuscript Submitted

25 July 2023

With Journal Administrator

25 July 2023

With Editor

01 August 2023

Out for Review

09 August 2023

Reviews Complete

09 August 2023

Revision Required

23 August 2023	Revision Incomplete
23 August 2023	Revised Manuscript Submitted
23 August 2023	With Journal Administrator
23 August 2023	With Editor
27 August 2023	Out for Review
13 September 2023	Revision Required
04 October 2023	Revision Incomplete
04 October 2023	Revised Manuscript Submitted
04 October 2023	With Journal Administrator
04 October 2023	With Editor
09 October 2023	Decision Pending
09 October 2023	Revision Required
15 October 2023	Revision Incomplete

Feedback

15 October 2023	Revised Manuscript Submitted
15 October 2023	With Journal Administrator
16 October 2023	With Editor
17 October 2023	Decision Pending
17 October 2023	Accepted
	Download Invoice
3	PRODUCTION
4	PUBLISHING

1 We hope that this timeline is useful. For older submissions, we have a limited amount of data to show you. We are working hard to bring you a view of progress right through to publication. We would love to hear your feedback!

Feedback

ARTICLE REVIEW PROCESS (REVIEW 1)

The screenshot displays a Gmail interface on a Safari browser. The email is from 'Cogent Business & Management' to 'oabm-peerreview@journals.tandf.co.uk'. The subject is '236675783 (Cogent Business & Management) A revise decision has been made on your submission'. The email body contains the following text:

Dear Zukhril,

Your manuscript entitled "COMPETENCY AND ISLAMIC ORGANIZATIONAL CULTURE IN IMPROVING EMPLOYEE PERFORMANCE OF SHARIA BANK IN INDONESIA : THE MEDIATION OF ORGANIZATIONAL INNOVATION AND KNOWLEDGE SHARING", which you submitted to Cogent Business & Management, has now been reviewed.

The reviews, included at the bottom of the letter, indicate that your manuscript could be suitable for publication following revision. We hope that you will consider these suggestions, and revise your manuscript.

Please submit your revision by Aug 01, 2023, if you need additional time then please contact the Editorial Office.

To submit your revised manuscript please go to <https://mc.manuscriptcentral.com/oabm> and log in. You will see an option to Revise alongside your submission record.

If you are unsure how to submit your revision, please contact us on OABM-peerreview@journals.tandf.co.uk

You also have the option of including the following with your revised submission:

- * public interest statement - a description of your paper of NO MORE THAN 150 words suitable for a non-specialist reader, highlighting/explaining anything which will be of interest to the general public
- * about the author - a short summary of NO MORE THAN 150 WORDS, detailing either your own or your group's key research activities, including a note on how the research reported in this paper relates to wider projects or issues.
- * photo of the author(s), including details of who is in the photograph - please note that we can only publish one photo

If you require advice on language editing for your manuscript or assistance with arranging translation, please do consider using the Taylor & Francis Editing Services (www.tandfeditservices.com).

Please ensure that you clearly highlight changes made to your manuscript, as well as submitting a thorough response to reviewers.

The second screenshot shows the same email with the 'Comments from the Editors and Reviewers' section expanded. It includes a message from Pablo Ruiz, Senior Editor, and a list of reviewer comments for Reviewer 1, covering various sections of the manuscript such as Title, Abstract, Introduction, Methodology, Results, and Conclusions.

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10 dari 11

Compliance with Ethical Standards – overall evaluation
Reviewer 1: Sound

Writing – overall evaluation
Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation
Reviewer 1: Not applicable

Comments to the author
Reviewer 1: 1. The article title is too long, consisting of 26 words. It should be made in a short but clear format related to this study.
2. Abstract consists of more than 200 words (exceeding the requirements of Cogent Business & Management journal).
3. The introduction should outline the urgency of the research, given that the research was only conducted in a city, not a country.
4. State of the art in this study has not been described.
5. Additional relevant references should be added to formulate the hypothesis.
6. Table formats in this article are not consistent among each other.
7. There are no theoretical or practical implications related to the research findings in the conclusion section.
8. Please check that all references are related to the study.

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Reviewer 2: Yes

Title, Abstract and Introduction – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Methodology / Materials and Methods – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Objective / Hypothesis – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Figures and Tables – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Results / Data Analysis – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

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10 dari 11

Interpretation / Discussion – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Conclusions – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

References – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Compliance with Ethical Standards – overall evaluation
Reviewer 2: Sound

Writing – overall evaluation
Reviewer 2: Sound

Supplemental Information and Data – overall evaluation
Reviewer 2: Sound

Comments to the author
Reviewer 2: 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 self-control, and demographic determinants on individual financial performance and behavior: An insight from the Lebanese Crisis Period. Sustainability, 2022, 14(22), 15129." Fourth) The policy implications should be explained to different stakeholders. Fifth) The gaps, aims, research questions, and contributions should be explained throughout your study.

Do you want to get recognition for this review on <https://publons.com/publisher/24/taylor-francis>? Don't let your reviewing work go unnoticed! Researchers the world over use Publons to effortlessly track their valuable peer review contributions for any journal. If you opt in, your Publons profile will automatically be updated to show a verified record of this review in full compliance with the journal's review policy. If you don't have a Publons profile, you will be prompted to create a free account. <https://publons.com/publisher/24/taylor-francis> Learn more

Reviewer 5: Yes

Title, Abstract and Introduction – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

Methodology / Materials and Methods – overall evaluation
Reviewer 5: Sound

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Tulis

Kotak Masuk 1

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Draf 2

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Label +

Objective / Hypothesis – overall evaluation
Reviewer 5: Sound

Figures and Tables – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

Results / Data Analysis – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

Interpretation / Discussion – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

Conclusions – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

References – overall evaluation
Reviewer 5: Sound with minor or moderate revisions

Compliance with Ethical Standards – overall evaluation
Reviewer 5: Not applicable

Writing – overall evaluation
Reviewer 5: Sound

Supplemental Information and Data – overall evaluation
Reviewer 5: Not applicable

Comments to the author
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 to support your arguments.
In the theoretical Background, there is a need for explaining it further because a very shallow 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 should be added and in my opinion exhaustive literature review has not been conducted to enrich the theoretical contribution. The topic is original and needed of the time, but I was unable to find the relevance with regard to theory and practice. Please clarify what exactly specific gap your study will fill in the field? There is relatively less critical analysis and less emphasis to the subject area compared with other published materials. I recommend you to add the following works in the literature;

Asad, M., Asif, M. U., Bakar, L. J., & Sheikh, U. A. (2021). Transformational leadership, sustainable human resource practices, sustainable innovation and performance of SMEs. 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 797-802). Sakheer: IEEE. doi:10.1109/DASAS3625.2021.9682400

Majali, T., Alkanaki, M., Asad, M., Aladwan, N., & Aldeinat, M. (2022). Green transformational leadership, green entrepreneurial orientation and performance of SMEs: The mediating role of green product innovation. Journal of Open Innovation: Technology, Market, and Complexity, 8(191), 1-14. doi:<https://doi.org/10.3390/foim8040191>

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Tulis

Kotak Masuk 1

Berbintang

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Label +

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Blal, 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(ROGEO), 11(4), 651-660. doi:10.33403/rggeo. 800679

Asad, M., Ahmad, I., Haider, S. H., & Saliman, 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., Johnny, 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

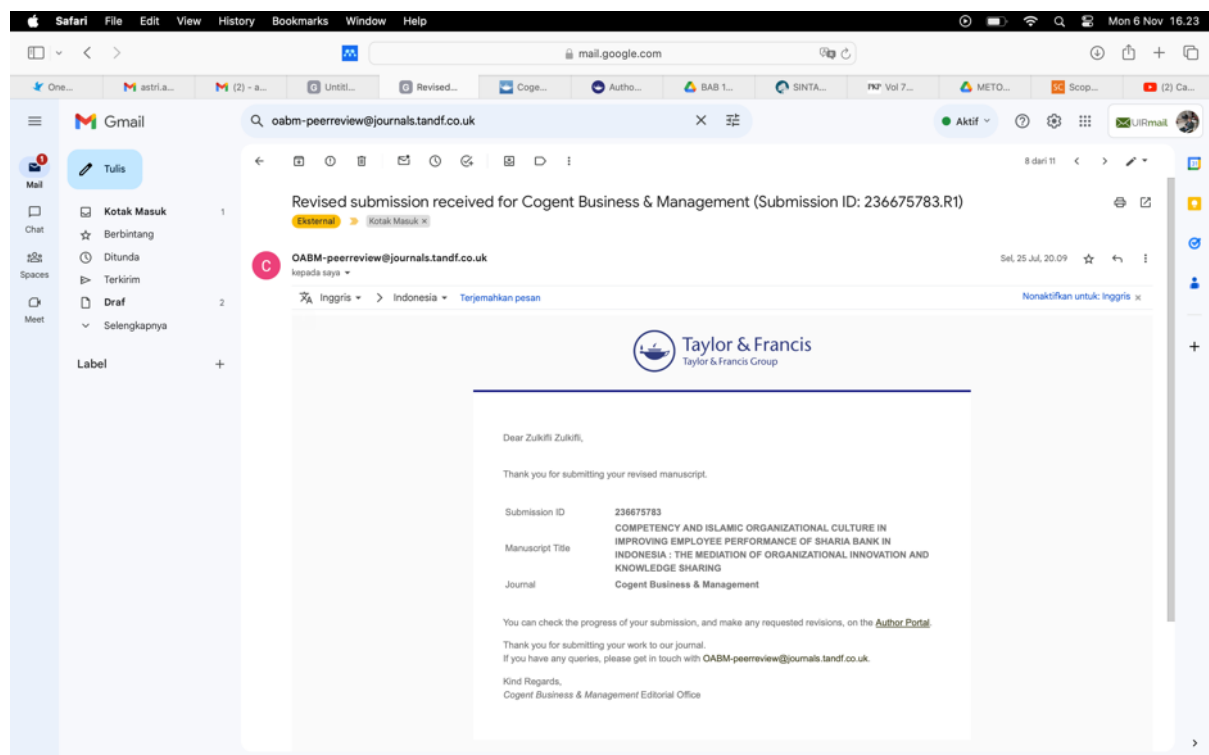
Khan, A. A., Asad, M., Khan, G. u., Asif, M. U., & Altah, U. (2021). Sequential mediation of innovativeness and competitive advantage between resources for business model innovation and SMEs performance. 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 724-728). Sakheer: IEEE. doi:10.1109/DASAS3625.2021.9682269

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.

In compliance with data protection regulations, you may request that we remove your personal registration details at any time. (Use the following URL: <https://www.editorialmanager.com/openbusiness/login.asp?ar=1>) Please contact the publication office if you have any questions.

Balas Teruskan

ARTICLE REVIEW PROCESS (REVIEW 1 - REVISION TO REVIEWERS)



Reviewer 1	Revision
<ol style="list-style-type: none"> The article title is too long, consisting of 26 words. It should be made in a short but clear format related to this study. Abstract consists of more than 200 words (exceeding the requirements of Cogent Business & Management journal). The introduction should outline the urgency of the research, given that the research was only conducted in a city, not a country. State of the art in this study has not been described. Additional relevant references should be added to formulate the hypothesis. Table formats in this article are not consistent among each other. There are no theoretical or practical implications related to the research findings in the conclusion section. Please check that all references are related to the study. 	<ol style="list-style-type: none"> Abstract has been shortened (198 words) The urgency of this research has been added in paragraph 2, that was explained about the urgency of 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 has described in the part of literature review (parapgraph 3) Relevant references has been added. The table format already fixed. The theoretical and practical implications has been added to the end of discussion.
Reviewer 2	Response
I have several suggestions for improving this study. First) The first sentence of the abstract is so critical. How do you	1. I have revised the first sentence of the abstract.

<p>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. <i>Emerging Markets Review</i>, 2016, 27, 100-117. B) The impact of external governance and regulatory settings on the profitability of Islamic banks: Evidence from Arab markets. <i>International Journal of Finance & Economics</i>, 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. <i>The Economics and Finance Letters</i>, 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 self-control, and demographic determinants on individual financial performance and behavior: An insight from the Lebanese Crisis Period. <i>Sustainability</i>, 2022,14(22), 15129." Fourth) The policy implications should be explained to different stakeholders. Fifth) The gaps, aims, research questions, and contributions should be explained throughout your study.</p>	<ol style="list-style-type: none"> 2. Explanation about sharia bank has been added, also the studies that recommended by reviewer has been added. 3. more references related this study has been added in the literature review. 4. The theoretical and practical implications has been added to the end of discussion. 5. The gap, aims, research questions and gaps has clearly stated in the introduction.
<p>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 to support your arguments.</p> <p>In the theoretical Background, there is a need for explaining it further because a very shallow 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 should be added and in my opinion exhaustive literature review has not been conducted to enrich the theoretical contribution. The topic is original and needed of the time, but I was unable to find the relevance with regard to theory and practice. Please clarify what exactly specific gap your study will fill in the field? There is relatively less critical analysis and less emphasis to the subject area compared with other published materials. I recommend you to add the following works in the literature;</p> <p>Asad, M., Asif, M. U., Bakar, L. J., & Sheikh, U. A. (2021). Transformational leadership, sustainable human resource practices, sustainable innovation and performance of SMEs. 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 797-802). Sakheer: IEEE. doi:10.1109/DASA53625.2021.9682400</p> <p>Majali, T., Alkaraki, M., Asad, M., Aladwan, N., & Aledeinat, M. (2022). Green transformational leadership, green entrepreneurial orientation and performance of SMEs: The mediating role of green product innovation. <i>Journal of Open Innovation: Technology, Market, and Complexity</i>,</p>	<p>The research gap has clearly stated in the introduction. 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.</p> <p>The reference that recommended already added.</p> <p>The theoretical and practical contribution also explained in the introduction and in the part of discussion as implication.</p> <p>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.</p> <p>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.</p>

8(191), 1-14. doi:<https://doi.org/10.3390/joitmc8040191>

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).

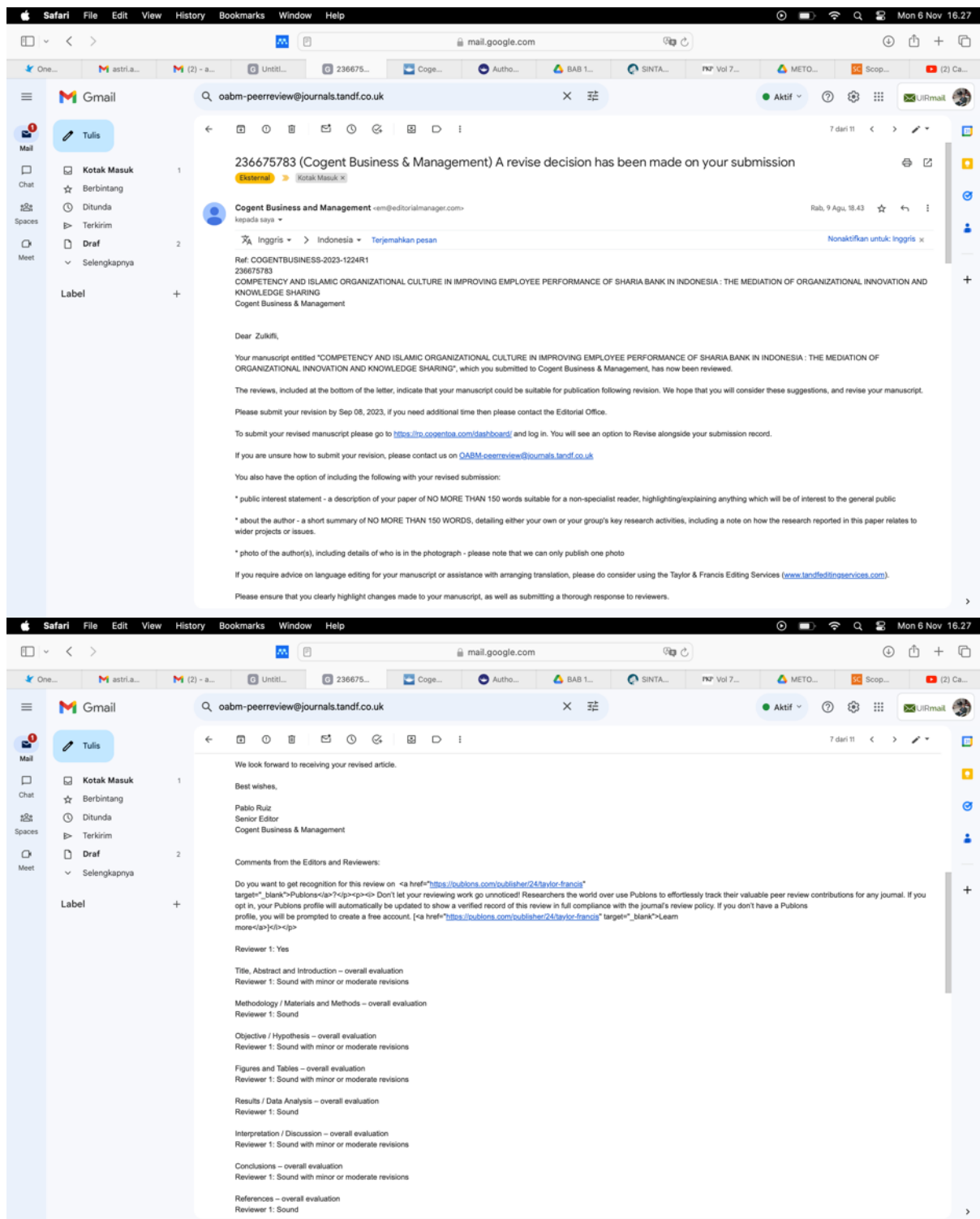
Hammami , S. M., Ahmed , F., Johny, J., & Sulaiman, M. A. (2021). Impact of knowledge capabilities on organisational performance in the private sector in Oman: an SEM approach using path analysis. *International Journal of Knowledge Management (IJKM)*, 17(1), 15-18. doi:10.4018/IJKM.2021010102

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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Kotak Masuk 1

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Draf 2

Selengkapnya

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Compliance with Ethical Standards – overall evaluation
Reviewer 1: Sound

Writing – overall evaluation
Reviewer 1: Sound with minor or moderate revisions

Supplemental Information and Data – overall evaluation
Reviewer 1: Not applicable

Comments to the author
Reviewer 1: 1. 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.
2. State of the art in this study has not been described.
3. The table format is not consistent and is still the same as the previous reviewed article.
4. There are already theoretical implications, but the practical ones have yet to be explained.

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Reviewer 2: Yes

Title, Abstract and Introduction – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Methodology / Materials and Methods – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Objective / Hypothesis – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Figures and Tables – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Results / Data Analysis – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Interpretation / Discussion – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

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Kotak Masuk 1

Berbintang

Ditunda

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Draf 2

Selengkapnya

Label +

Reviewer 2: Sound with minor or moderate revisions

Interpretation / Discussion – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Conclusions – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

References – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Compliance with Ethical Standards – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Writing – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

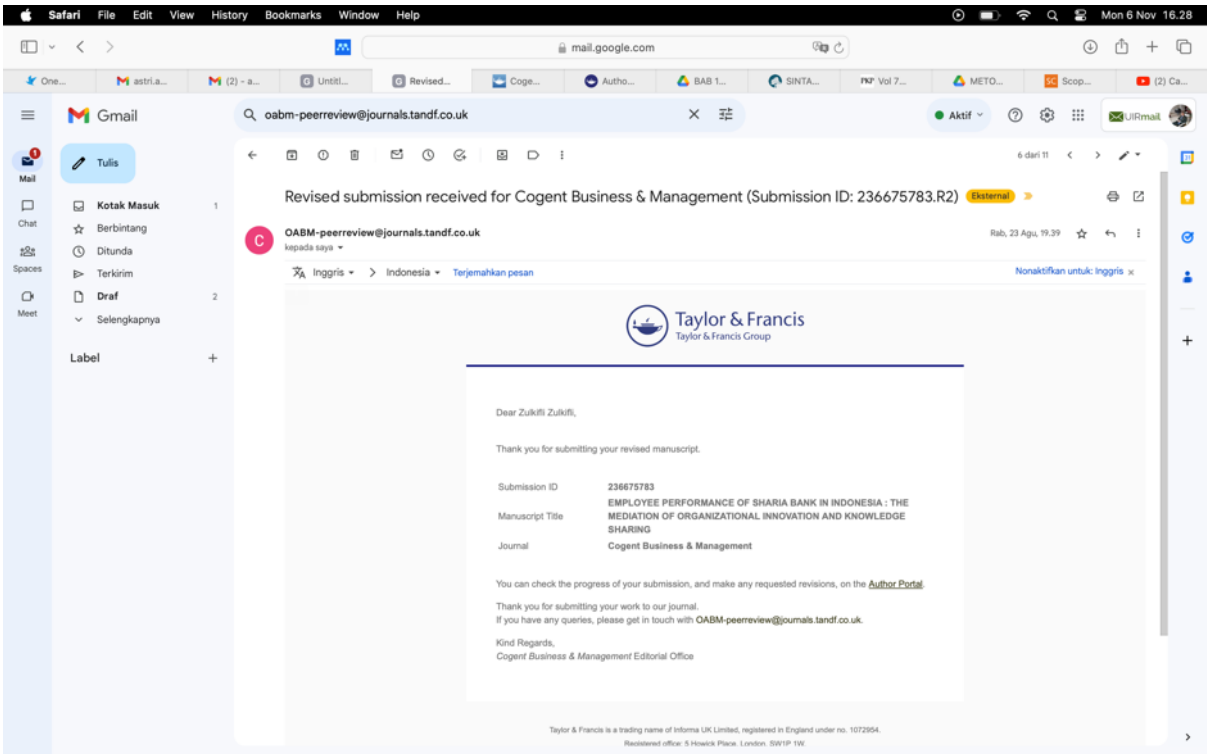
Supplemental Information and Data – overall evaluation
Reviewer 2: Sound with minor or moderate revisions

Comments to the author
Reviewer 2: 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 self-control, 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.

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ARTICLE REVIEW PROCESS (REVIEW 2 - REVISION TO REVIEWERS)

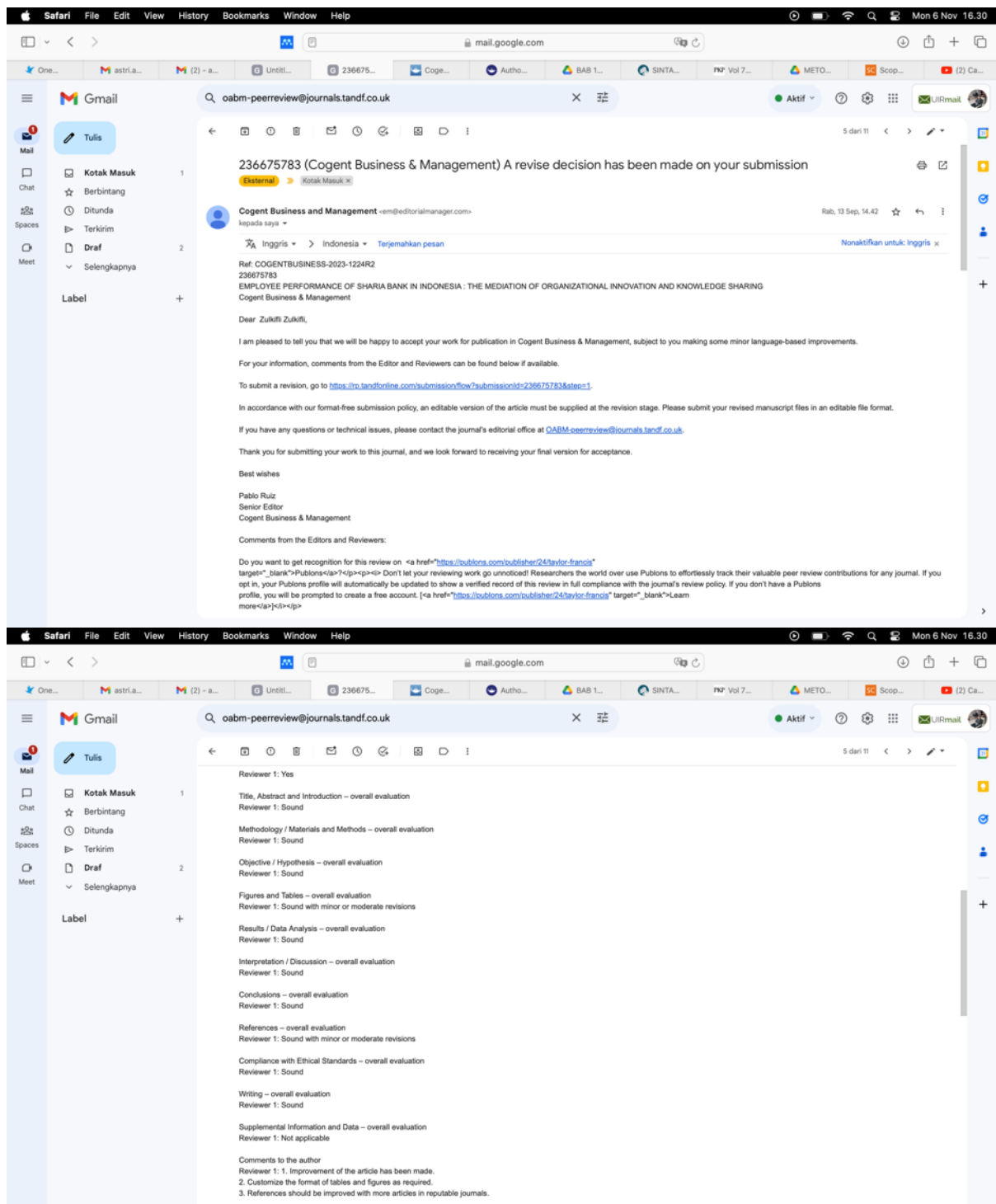


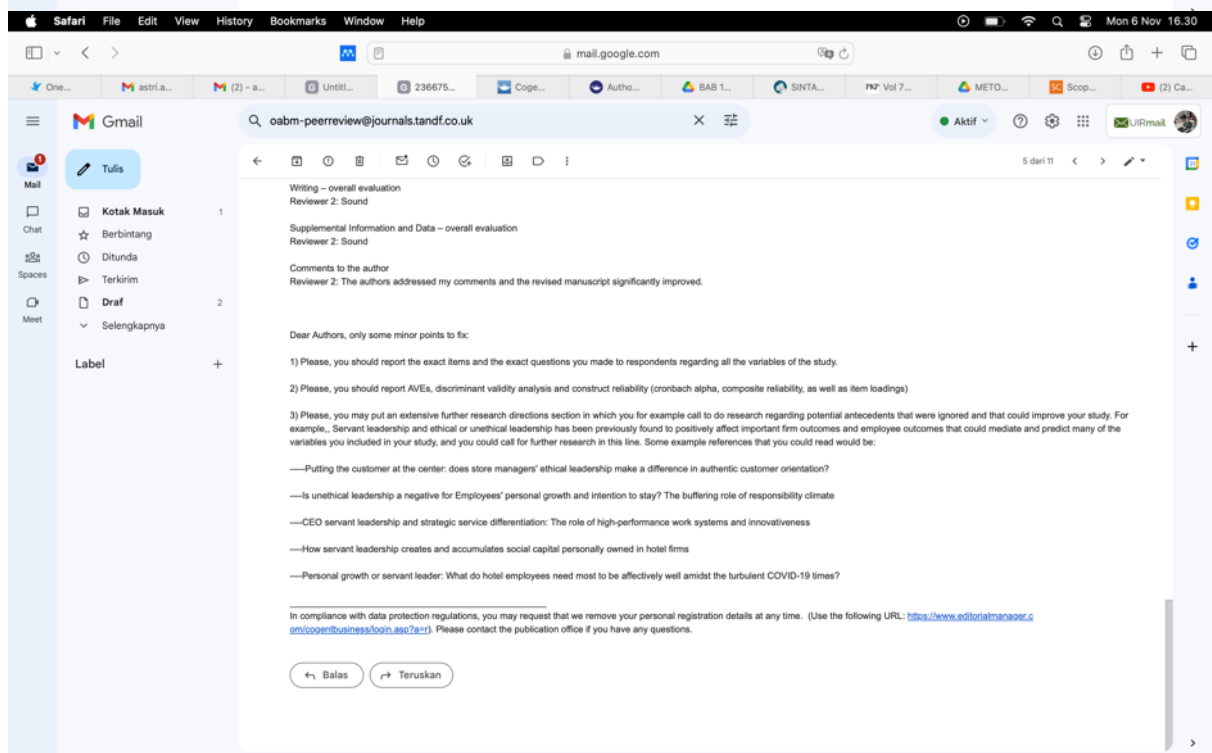
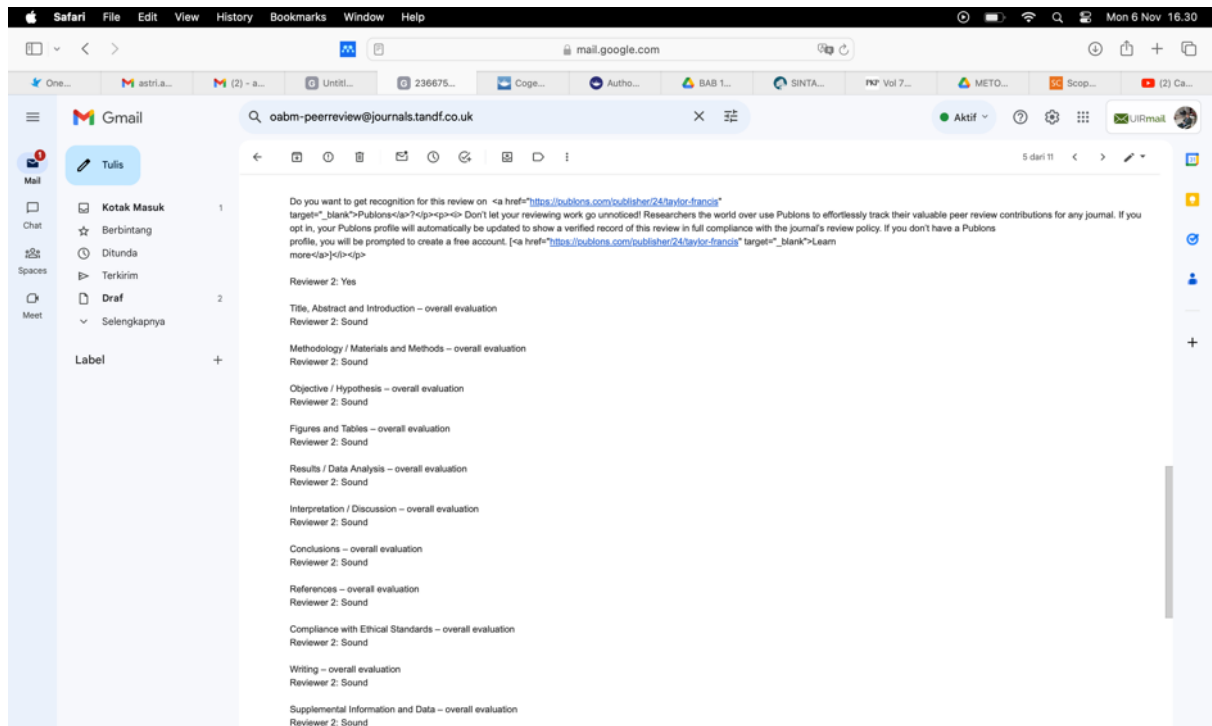
Reviewer 1	Revision
The title is still too long and has not changed from the previously reviewed article. It should be made in a short but clear format related to this study.	The title has been shortened
State of the art in this study has not been described.	State of the art has been described in the 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 Kolibáčová (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

	<p>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 (Jarrah 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 studies”</p>
The table format is not consistent and is still the same as the previous reviewed article.	The table format has been corrected
There are already theoretical implications, but the practical ones have yet to be explained.	<p>The practical implications has been explained in the last paragraph of Discussion part.</p> <p>“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.”</p>
Reviewer 2	Revision

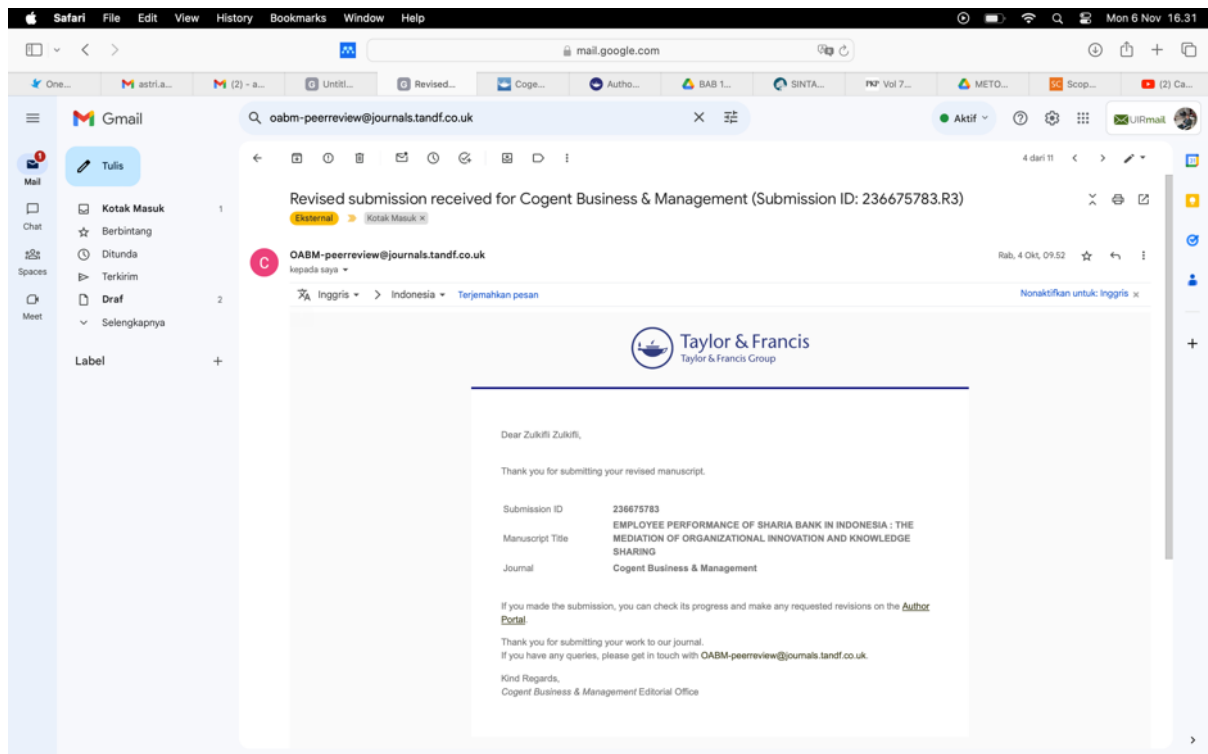
I have several suggestions for improving this study. First) The first sentence of the abstract is so critical. How do you know "The low achievement of Islamic banks in Indonesia is influenced by several factors, one of which is the performance of employees."? You have to revise it. Second, Since this 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 self-control, 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.

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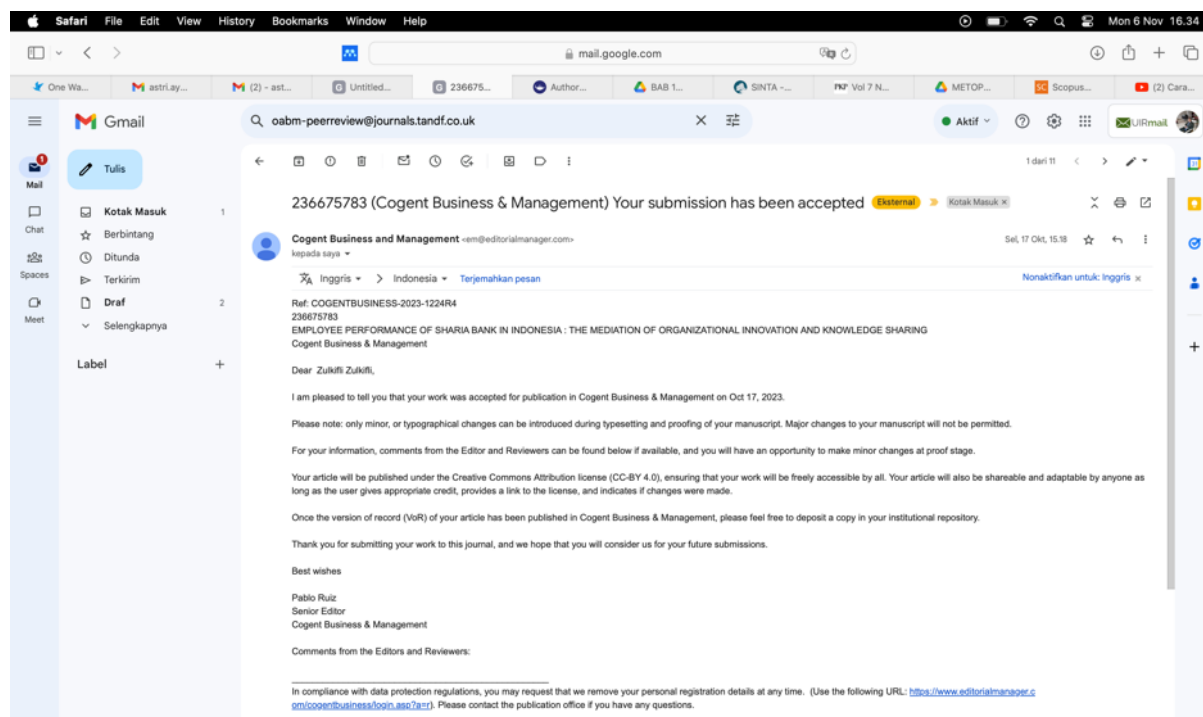
Reviewer 1

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.

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Article DOI:	10.1080/23311975.2023.2273609
Author(s):	Zulkifli Zulkifli, Astri Ayu Purwati, Nicholas Renaldo, Zulfadli Hamzah, Muhammad Luthfi Hamzah
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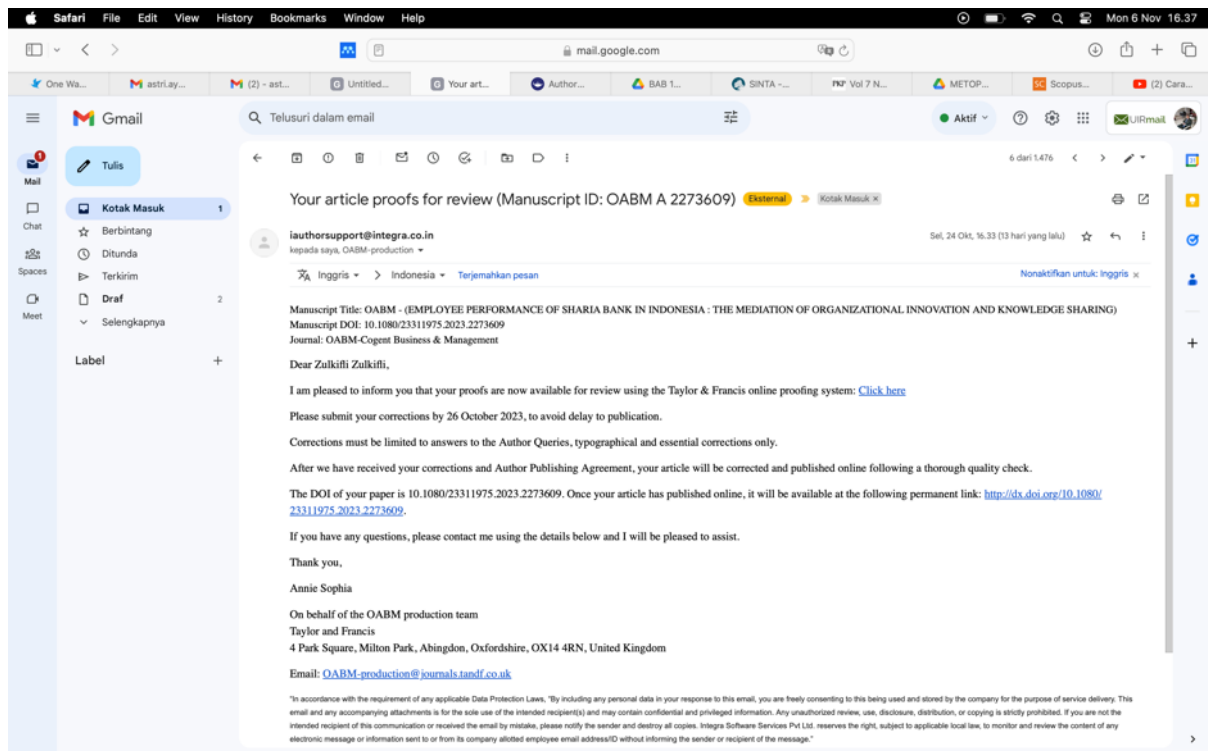
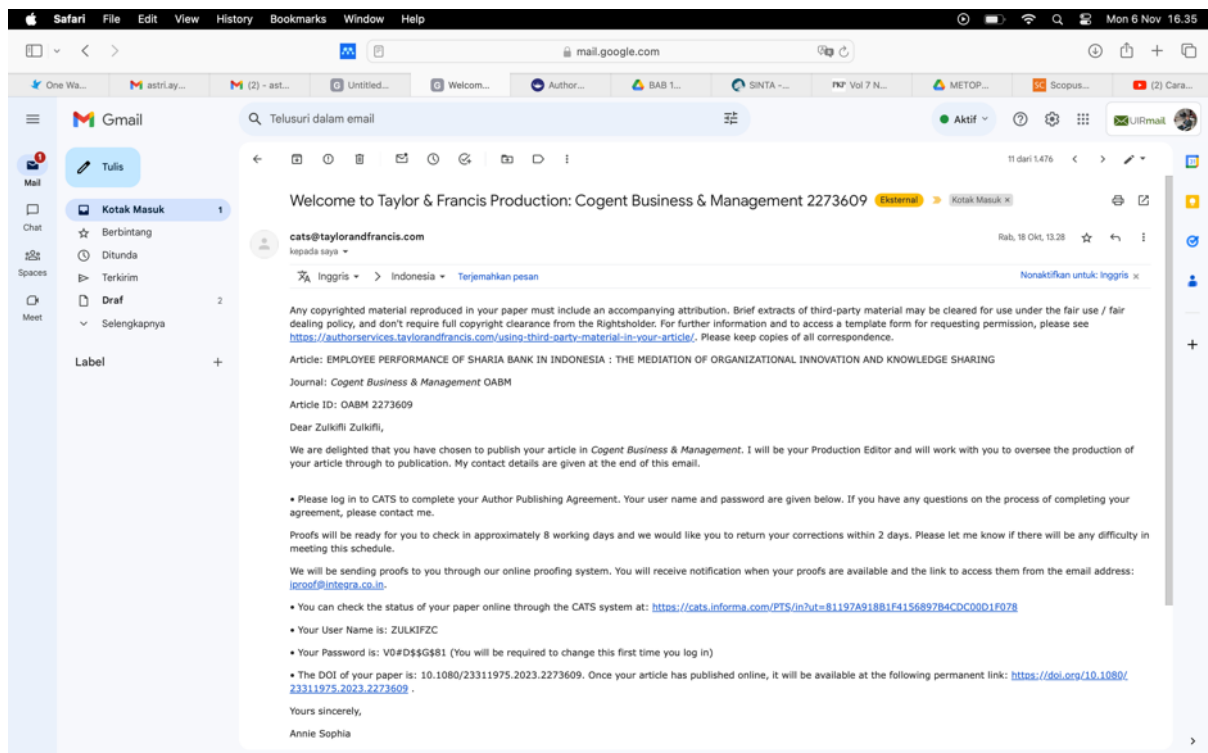
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Employee performance of Sharia Bank in Indonesia : The mediation of organizational innovation and knowledge sharing

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Abstract

Islamic bank is a financial institution that applies the concept of sharia management in its operational activities including human resource management. This study aimed to analyze the influence of competency and Islamic organizational culture in improving employee performance with the mediation of organizational innovation and knowledge sharing. The population of this study were 941 employees of Islamic banks in Pekanbaru, Indonesia and a total of 273 employees were obtained as samples. The data analysis technique used is the Structural Equation Model (SEM) Analysis with AMOS. The study results showed that competency and Islamic organizational culture have a significant positive effect on organizational innovation, Organizational Innovation has a significant positive effect on knowledge sharing, and competency, Islamic organizational culture and organizational innovation have a significant effect on employee performance. Meanwhile, Competency and

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