

REVIEWER'S REPORT

Manuscript No.: IJAR-53679

Date: 06-09-2025

Title: Employee Job Satisfaction Mediates The Effect Of Career Development, Religiosity On Employee Performance In Islamic Banking In Pekanbaru City

Recommendation:

Accept as it isYES.....

Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality			✓	
Techn. Quality			✓	
Clarity			✓	
Significance			✓	

Reviewer Name: Mr Bilal Mir

Reviewer's Comment for Publication.

The **abstract** presents a clear overview of the research objectives, methodology, and findings. The study focuses on the mediating role of job satisfaction in the relationship between career development, religiosity, and employee performance. The research design is quantitative, employing structural equation modeling (SEM) on data collected from 250 respondents across six Islamic banks in Riau Province, including Bank Syariah Indonesia (BSI), Muamalat Bank, BTPN Syariah Bank, BTN Syariah Bank, Mega Syariah Bank, and Riau Syariah Bank. The findings emphasize the significant and positive effects of both career development and religiosity on employee performance, with job satisfaction playing a central mediating role. The conclusion underscores job satisfaction as a key factor influencing performance outcomes in Islamic banking institutions, adding valuable insights for both scholars and practitioners in the field.

The **introduction** situates the study within the historical and institutional development of Islamic banking in Indonesia. It begins by highlighting the establishment of Bank Muamalat in 1991, the first commercial bank to operate on profit-sharing principles. This pioneering step was followed by conventional banks launching their own Sharia business units, marking the steady growth of Islamic banking. The passage of Law No. 21 of 2008 provided a strong legal foundation for the sector, enabling Islamic banks to grow within a regulated framework. The introduction also

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notes the crucial role of human resources in sustaining this growth, linking the success of Islamic banking not only to legal and institutional frameworks but also to the motivation and performance of employees. By referencing regulatory frameworks and human capital considerations, the introduction builds a strong rationale for examining factors like career development, religiosity, and job satisfaction in relation to employee performance.

Overall, the study is positioned at the intersection of human resource development and Islamic finance, providing empirical evidence on how intrinsic (religiosity, job satisfaction) and extrinsic (career development) factors combine to enhance employee performance. The abstract effectively summarizes the scope and findings, while the introduction establishes the historical and institutional context of Islamic banking in Indonesia, thereby setting a strong foundation for the research.