

Employee Performance in Islamic Banking: Examining the Effects of Employee Empowerment and Organizational Commitment

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ABSTRACT

Purpose: This study aims to determine the direct and indirect effects of employee empowerment and organizational commitment on the job performance of Islamic bank employees, with the presence of a mediating variable..

Design/Methodology: The study employs a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess the measurement model (validity and reliability) and the structural model (hypothesis testing using path coefficients, R^2 , and bootstrapping). The population consists of 941 Islamic bank employees, from which 273 respondents were selected via questionnaire, following sampling criteria aligned with established guidelines such as Krejcie and Morgan.

Findings: The results show that employee empowerment and organizational commitment have a positive and significant effect on employee performance. This indicates that greater autonomy and stronger attachment to the organization enhance employees' work outcomes. Furthermore, organizational commitment mediates the relationship between employee empowerment and performance, suggesting that empowerment improves performance both directly and indirectly by strengthening employees' commitment within Islamic banking contexts.

Practical Implications: The findings imply that Islamic bank should implement concrete strategies to enhance employee performance through empowerment and organizational commitment. This can be achieved by delegating authority, providing continuous training, fostering a participative work environment, and strengthening an organizational culture grounded in Islamic values such as amanah (trust) and responsibility to improve employee loyalty and performance.

Originality/Value: This study provides empirical evidence on the mediating role of organizational commitment in the relationship between employee empowerment and employee performance within Islamic bank in Riau Province.

Keywords: Employee Empowerment, Organizational Commitment, Employee Performance, Islamic Bank

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A. INTRODUCTION

The development of Islamic bank is currently growing rapidly, increasingly demonstrating promising prospects. This growth can be seen from the annual increase in their national market share. In 2022, the market share of Islamic bank was 7.09%, in 2023, the market share of Islamic bank was 7.44%, increasing to 7.72% in 2024, and reaching 7.41% in 2025 (www.ojk.go.id, accessed Dec 1, 2025). On average, the market share of Islamic bank has grown by 0.10% per year over the past three years.

However, despite this growth, the market share of Islamic bank remains far below its actual potential. This gap is particularly evident when compared to Indonesia's Muslim population, the largest in the world, reaching 231.06 million people. Therefore, enhancing the

market share of Islamic bank remains a crucial issue, which is closely related to organizational effectiveness (Hidayat & Trisanty, 2020). Particularly employees' commitment and loyalty in supporting organizational goals, as highlighted by Hanaysha & Tahir (2016).

Human resources (HR) are a crucial element in the development of Islamic bank, as employees significantly influence the growth of the Islamic bank in Indonesia. Therefore, improving employee performance becomes an essential aspect that Islamic bank must prioritize (Tho'in, 2016; Rahmanti, 2019). Hunjra et al., (2010) further added that employee empowerment can enhance job satisfaction and positively affect organizational performance.

An important dimension within the function of human resource management (HRM) is employee empowerment. Employee empowerment is a continuous interpersonal process aimed at fostering trust between employees and management; in other words, empowerment is a form of decentralization that involves subordinates in decision-making (Khan, 1997). According to Meyerson & Dewettinck (2012), empowerment is a motivational practice that enhances employee participation in decision-making and builds a sense of trust between management and staff.

However, from an Islamic perspective, employee empowerment is not merely structural and motivational in nature but also encompasses spiritual and moral dimensions. Empowerment is understood as a form of *amanah* (trust) entrusted to employees to carry out their duties responsibly in accordance with sharia values (Chapra, 2008). In this context, empowerment is not only aimed at improving performance but also at fostering work behavior grounded in values such as honesty, responsibility, and justice (Ali & Al-Owaidan, 2008). Therefore, empowerment in the Islamic context has a more comprehensive meaning, as it integrates both professional and spiritual aspects in the execution of work (Beekun, 2004).

A current phenomenon in Islamic bank is that the majority of employees still do not receive sufficient authority from management to make decisions or formulate policies. Employees are required to follow the decisions and rules established by their superiors. Nevertheless, employees expect that greater trust can be granted by leaders so they can contribute positive insights toward improving Islamic bank management (Putri, 2017; Asnaini, 2008). According to Sahoo et al., (2010), empowered employees tend to have higher motivation and stronger commitment to the organization.

When employees in Islamic bank perceive low levels of empowerment, their organizational commitment tends to decline. If workers are not very dedicated to the company, they will not do as good of a job. Organizational commitment is how much workers believe in what the company is trying to achieve and its principles, plus how much they want to stay with the company and be faithful to it. Workers who are very dedicated to the company usually show more loyalty to it (Manan et al., 2013). In line with this, Hanaysha & Tahir (2016), states that strong organizational commitment has been proven to enhance employee productivity and loyalty.

The lack of dedication among workers at Islamic bank can be seen in the high number of people leaving Islamic bank, as seen in the information below.

Table 1. Number of Islamic Bank Employees

Year	Number of employees	Change
2018	54.471 People	
2019	54.840 People	+ 369 People

2020	55.538 People	+ 698 People
2021	50.934 People	- 4. 608 People
2022	50.708 People	-226 People
2023	50.708 People	
2024	50.708 People	

Source : Otoritas Jasa Keuangan, 2025.

The data in Table 1 illustrates the changes in the number of employees in Islamic bank. In 2021, the number of Islamic bank employees decreased by 4,608 employees, and in 2022 it declined by 226 employees. The reduction in 2021 was primarily attributed to the COVID-19 pandemic, which affected various sectors, including the banking industry. Many Islamic bank reduced their workforce as part of efficiency measures due to decreased public mobility and slow economic growth. However, in implementing workforce reductions, Islamic bank management naturally applies certain criteria, including dismissing employees whose performance is considered unsatisfactory based on performance evaluations.

This condition indicates that the Islamic bank faces not only challenges in terms of market growth but also in managing human resources. The decline in the number of employees may adversely affect organizational performance. Therefore, strategies are required to enhance the effectiveness of the existing workforce, such as through employee empowerment and strengthening organizational commitment.

Previous studies on employee performance in Islamic bank have identified various influencing factors (Zulkifli et al., 2023, Risma & Nusron, 2025, Bachmid, 2024, Sodik et al., 2024). However, these studies tend to focus on general determinants without providing an integrated explanation of how internal organizational mechanisms shape employee outcomes. In particular, prior research has largely overlooked the role of employee performance as a key factor influencing both organizational commitment and employee performance. Although Gholami et al., (2013) found that empowerment positively affect organizational commitment and organizational citizenship behavior (OCB), empirical studies examining this relationship within the context of Islamic banking remain limited.

Furthermore, studies on Islamic bank in Riau Province have predominantly focused on financial performance, financing activities, and customer behavior (Damanik et al., 2025, Eliyanora & Oliyan, 2024, Saputra, 2024, Efendi & Doni, 2024, and Afriyanti & Fadillah 2025; Helmalia et al., 2025), with limited attention to human resource perspectives. This indicates a gap in the literature, particularly in understanding how internal organizational factors contribute to employee performance in this specific context.

This research looks at how giving workers more power in Islamic bank, specifically in areas like feeling valued, capable, independent, and influential, changes how dedicated they are and, as a result, how well they do their jobs. This work matters because when workers don't do well, it will eventually hurt how the whole company does. This study examines the relationship and effect of employee empowerment and organizational commitment on the performance of Islamic bank employees in Pekanbaru City. Pekanbaru was selected as the research location because it is one of the main economic centers in Riau Province with a growing Islamic banking sector, supported by a relatively large Muslim population and increasing demand for Sharia compliant financial services. In addition, Islamic bank in Pekanbaru have experienced fluctuations in employee numbers and performance challenges, making it a relevant context to investigate factors influencing employee performance. The relationships investigated include

both direct and indirect effects. Findings by Hanaysha & Tahir (2016) and Wadhwa & Verghese (2015) indicate that employee empowerment, teamwork, and training have significant relationships with organizational commitment and employee performance.

B. LITERATURE REVIEW

The primary theory employed in this study is Equity Theory, proposed by John Stacey Adams (1963). Equity Theory focuses on the comparison of input–output ratios within an organization. Inputs represent employees’ contributions to the organization, while outputs refer to all rewards received from the organization. This theory assumes that when individuals engage in exchange relationships with an organization, they evaluate the fairness of what they receive by comparing their own input–output ratios with those of others to determine whether they are treated fairly, under-rewarded, or over-rewarded (Adams, 1963).

This study is also supported by Social Exchange Theory (SET) proposed by Blau (1964), which serves as a strong theoretical foundation for explaining the relationship between employee empowerment and employee performance. According to SET, employees feel compelled to reciprocate organizational support by demonstrating positive work related behaviors, as they perceive that the organization cares about them and values their contributions through the provision of economic and socio emotional resources.

1. Employee Empowerment

The concept of employee empowerment has often been implemented in ways that limit employees’ ability to fully utilize their skills and capabilities, which may hinder both individual and organizational performance (Geisler, 2005; Govindarajulu & Daily, 2004).

Employee empowerment refers to the psychological state experienced by employees, reflecting the extent to which organizations attempt to enhance employees’ sense of self-efficacy and control over their work (Kuo et al., 2010). In recent decades, there has been increasing interest in the concept of empowerment among organizational theorists and practitioners (Conger & Kanungo, 1988). Empirical findings consistently demonstrate that empowering subordinates can enhance managerial and organizational effectiveness (Kuo et al., 2010).

Therefore, empowerment is considered an approach that encourages decision-making at lower levels of the organization and enriches employees’ work experiences (Liden et al., 2000). This view is supported by studies conducted by Meyerson & Dewettinck (2012) and Hunjra et al., (2010), which demonstrate that empowerment increases job satisfaction, loyalty, and employee performance.

Thomas & Velthouse (1990) argue that workers are multifaceted beings whose essence cannot be captured in a single, simple concept. In other words, empowerment implies the need for individuals to have the freedom to act while simultaneously bearing responsibility for their actions in accordance with their assigned tasks. This concept also implies that individuals will be able to behave independently and responsibly. Sievers et al., (2021) add that digital technologies such as the Internet of Things (IoT) can also strengthen employees’ structural empowerment by enhancing their capacity and autonomy in decision-making. The empowerment concept proposed by Thomas & Velthouse (1990) is manifested in four cognitions that reflect an individual’s orientation toward their work role: meaning, competence, self-determination, and impact.

Based on Spreitzer (1995), four general characteristics of empowered individuals were identified, which are also similar to the concept proposed by Thomas & Velthouse (1990), namely : (a) Sense of meaning. Meaning refers to the value of a work goal as perceived in relation to an individual's ideals or personal standards; (b) Sense of competence. Competence, or self-efficacy, reflects an individual's belief in their ability to perform their activities using the skills they possess. This dimension uses the term *competence* rather than self-esteem because it focuses on task-specific effectiveness within a work role; (c) Sense of self-determination. While competence refers to the skill involved in performing behaviors, self-determination refers to the sense of having choice or autonomy in initiating and regulating one's actions at work; (d) Sense of impact. Impact refers to the extent to which an individual can influence work outcomes, whether strategic, administrative, or operational.

2. Organizational Commitment

Organizational commitment is viewed as employees' loyalty toward their superiors (Kumasey et al., 2017). The phenomenon of organizational commitment has been widely discussed in management studies, often alongside constructs related to performance and job satisfaction. Organizational commitment is described as an employee's attitude toward the organization that leads to a loyal association with it (Lee & Reade, 2018). Hanaysha & Tahir (2016), findings indicate that empowerment, teamwork, and training have a significant effect on organizational commitment, which is consistent with the work of (Meyer & Allen, 1991), who emphasized emotional, normative, and continuance relationships as key components of organizational commitment. Employees are expected to possess these commitments in three forms: affective commitment, continuance commitment, and normative commitment. Each form reflects an employee's emotional attachment and identification, perceived costs associated with leaving, and a sense of obligation and loyalty toward the organization (Schultz & Schultz, 2015; Neining et al., 2010; Heriansyah et al., 2024). Therefore, organizational commitment can be considered an emotional bond experienced by employees regarding their work and their willingness to continue participating in the organization.

Organizational commitment is considered a major concern for organizations that aim to retain talented employees in a knowledge-based economy (Dechawatanapaisal, 2018). According to Davis (2015), committed employees experience a strong sense of loyalty based on their attachment to the organization and their willingness to continue working there. In short, organizational commitment is the emotional connection employees feel toward their work, which includes value commitment, effort commitment, and retention commitment. Ghorbanhosseini (2013) study found that teamwork and organizational culture play an important role in strengthening organizational commitment by enhancing trust and social interaction among employees. Previous research has reported various predictors of organizational commitment, including personal and organizational characteristics, work experiences, role status, and leadership behavior (Joo et al., 2012; Schultz & Schultz, 2015).

Meyer & Allen (1991) state that organizational commitment is a belief that binds employees to the organization in which they work, demonstrated through loyalty, involvement in their work, and identification with the organization's values and goals.

Meyer & Allen (1991) explain organizational commitment as an idea that includes three parts: affective commitment, normative commitment, and continuance commitment. Affective commitment means how much an employee likes, knows about, and participates in their workplace. Continuance commitment has to do with how an employee thinks about what

they would lose if they left the company. Normative commitment means how much an employee feels they should stay with the company because of feelings like loyalty, love, warmth, connection, pride, joy, happiness, and similar emotions.

3. Employee Performance

The word performance comes from the word performance, as Mangkunegara (2010) said, explaining that how well someone does their job or their actual work refers to the quality and amount of work they do while doing what they are supposed to do based on what they are responsible for. Also, Mangkunegara (2010) says that how well someone does their job is usually split into two groups: how well one person does and how well the whole company does. Nawawi (2011) says that job performance is what you get after finishing a job, whether it's something you can touch or not. Simanjuntak (2010) says that job performance is how well someone does after doing certain tasks. Simanjuntak (2010) also says that individual performance is how much a person has achieved or how well they've done their work compared to the goals they need to reach or the tasks they need to finish in a certain amount of time. Foster & Seeker (2001) say that job performance is what a person achieves based on what is expected for their job. Furthermore, Wibowo (2016) thinks of job performance as both a way of doing things and what you get from work, pointing out that performance has to do with how work is done to get results.

According to Mathis & Jackson (2006), employee performance influences the extent to which employees contribute to the organization, which can be assessed through the following aspects: (a) Quantity of Work. This standard is measured by comparing the expected amount of work (normal work standards) with the actual capacity achieved; (b) Quality of Work. This standard emphasizes the quality of the work produced rather than the volume of work completed; (c) Time Utilization. This refers to the effective use of working time in accordance with organizational policies; (d) Attendance Level. The assumption underlying this standard is that if an employee's attendance falls below the established work standards, they will not be able to provide optimal contributions to the organization; (e) Cooperation. The involvement of all employees in achieving predetermined targets influences the success of the department they belong to. Cooperation among employees can be improved when leaders are able to effectively motivate their subordinates.

This is consistent with the views of Bulut & Culha (2010) and (Vasudevan, 2014), who state that effective training enhances job satisfaction and performance, as well as strengthens organizational commitment.

C. METHOD

Based on its methodology, this study is classified as quantitative research grounded in a positivist approach, aiming to examine the causal relationship between employee empowerment and the performance of Islamic bank employees in Pekanbaru City, with organizational commitment serving as a mediating variable. This study is underpinned by a theoretical framework that explains the relationship between independent and dependent variables within the context of organizational behavior. The data used in this study were obtained from primary sources through the distribution of questionnaires to the respondents. Prior to the main data collection, a pilot study was conducted to ensure the clarity, validity, and reliability of research instrument.

The population in this study consists of all employees of Islamic commercial bank in Pekanbaru City, totaling 941 employees. The number of samples was determined using the Krejcie–Morgan formula, as shown below :

$$n = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Information:

n = Sample size

N = Population size

P = Proportion of population (0.5)

D = Degree of precision (0.05)

X² = Table value (3.84)

In this study, the number of population (N) = 941 people, with an imprecision value of 0.05, then the sample size:

$$\begin{aligned} n &= \frac{(3,84)(941)(0,5)(1 - 0,5)}{(0,05)^2(941 - 1) + (3,84)(0,5)(1 - 0,5)} \\ n &= \frac{1.806,72 (0,5)}{2,35 + 1,96 (0,5)} \\ n &= \frac{903,36}{3,31} = 273 \end{aligned}$$

This study involved 273 respondent selected from the population using a proportionate sampling technique. The sample was distributed proportionally across Islamic bank based on the number of employees in each institution, resulting in 172 respondents from Bank Syariah Indonesia, 53 from Bank Muamalat Indonesia, 27 from Bank BTPN Syariah, and 21 from Bank Mega Syariah.

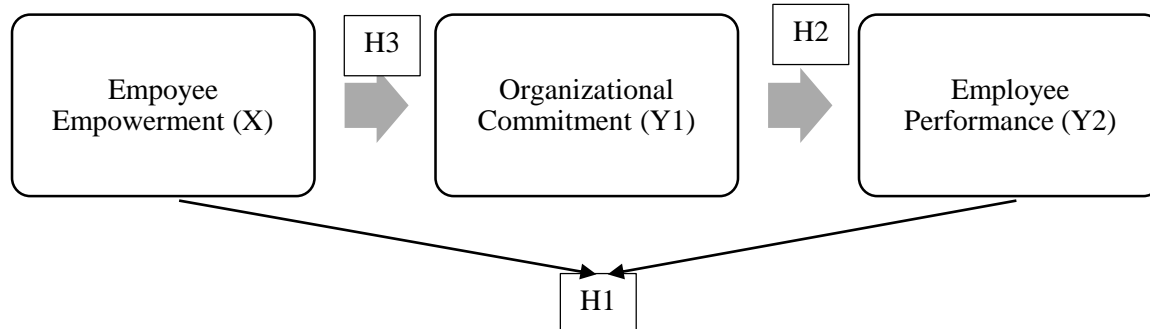
The data in this study were initially analyzed using descriptive statistics to summarize respondents' characteristics and response distributions. Subsequently, the analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among variables.

In this study, the latent variables consist of employee empowerment, organizational commitment, and employee performance, which are measured using multiple observed indicators derived from the questionnaire items. Each latent construct is modeled reflectively to capture the underlying theoretical concepts.

The PLS-SEM analysis is carried out in two main stages. First, the measurement model (outer model) is evaluated by assessing indicator loadings, internal consistency reliability (composite reliability), convergent validity (average variance extracted), and discriminant validity. Second, the structural model (inner model) is assessed by examining path coefficients, coefficient of determination (R²), and significance levels using bootstrapping procedures.

Model adequacy is determined based on the fulfillment of these criteria, ensuring that the proposed model appropriately represents the relationships among the constructs.

Figure 1. Research Model



Source: Modified by the authors, 2025

D. RESULT AND DISCUSSION

1. Respondent Profile

The respondent profile indicates that the majority of respondents were male (58%), while female respondents accounted for 42%. In terms of age distribution, most respondents were between 25–35 years (47%), followed by those aged 36–45 years (32%), under 25 years (12%), and above 45 years (9%).

Regarding educational background, the majority of respondents held a bachelor’s degree (64%), followed by a master’s degree (18%), diploma (12%), and other qualifications (6%). In terms of work experience, most respondents had 3–5 years of experience (38%), followed by more than 5 years (34%), 1–3 years (20%), and less than 1 year (8%). These characteristics indicate that the respondents generally possess adequate educational backgrounds and work experience to provide relevant information regarding employee empowerment, organizational commitment, and employee performance in Islamic banking institutions..

2. Partial Least Square (PLS) Analysis

This study employs the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique using SmartPLS 3.0 to examine the relationships among employee empowerment, organizational commitment, and employee performance. The PLS-SEM approach is widely used in social science research because it allows the analysis of complex relationships between latent constructs and can accommodate relatively small sample sizes.

The analysis was conducted in two stages: evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

3. Measurement Model Evaluation

Convergent validity was assessed by examining the outer loading values of each indicator. According to Chin (1998), an outer loading value above 0.70 indicates good convergent validity, while values between 0.50 and 0.60 are considered acceptable in exploratory research. In this study, all indicators demonstrated loading values above 0.50, indicating that the indicators adequately represent their respective constructs.

Reliability and construct validity were further evaluated using Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE). A construct is considered reliable if the Composite Reliability value exceeds 0.70 and the AVE value is greater than 0.50. Table 2 presents the reliability and validity results for each construct.

Table 2. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.946	0.951	0.511
Organizational Commitment	0.840	0.863	0.515
Employee Empowerment	0.917	0.929	0.506

Source: Processed data, 2025.

Based on Table 2, all constructs meet the reliability criteria, as the Composite Reliability values exceed 0.70 and the AVE values are above 0.50. These results indicate that the measurement model satisfies the reliability and convergent validity requirements in PLS-SEM analysis.

4. Structural Model Evaluation

The structural model was evaluated by examining the R-square values of the endogenous variables. The R-square value indicates the proportion of variance explained by the independent variables in the model. According to Ghazali, I., & Latan, (2012), R-square values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively.

Table 3. R-Squares

Variable	R Square	R Square Adjusted
Employee Performance	0.578	0.575
Organizational Commitment	0.407	0.405

Source: Processed data, 2025.

The R-square value for employee performance is 0.578, indicating that 57.8% of the variance in employee performance is explained by employee empowerment and organizational commitment. Meanwhile, the R-square value for organizational commitment is 0.407, indicating that 40.7% of its variance is explained by employee empowerment. These results suggest that the model demonstrates moderate explanatory power.

5. Significance Testing and Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS. The significance of each relationship was evaluated using the path coefficient, t-statistic, and p-value. A relationship is considered significant if the t-statistic exceeds 1.96 and the p-value is below 0.05

Table 4. Structural Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Commitment -> Employee Performance	0.408	0.405	0.048	8.472	0.000
Employee Empowerment -> Employee Performance	0.432	0.435	0.045	9.502	0.000
Employee Empowerment -> Organizational Commitment	0.638	0.643	0.033	19.402	0.000

Employee Empowerment -> Organizational Commitment -> Employee Performance	0.261	0.259	0.026	10.099	0.000
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Source: Processed data2025.

The results indicate that organizational commitment has a positive and significant effect on employee performance ($\beta = 0.408$, $t = 8.472$, $p < 0.001$). Therefore, employees who demonstrate stronger commitment to their organization tend to achieve higher levels of job performance.

Employee empowerment also has a positive and significant effect on employee performance ($\beta = 0.432$, $t = 9.502$, $p < 0.001$). This finding suggests that when employees are given greater autonomy, trust, and opportunities to participate in decision-making processes, their performance tends to improve.

Furthermore, employee empowerment significantly influences organizational commitment ($\beta = 0.638$, $t = 19.402$, $p < 0.001$). This indicates that employees who experience higher levels of empowerment are more likely to develop stronger emotional attachment and loyalty toward the organization.

The results also reveal that organizational commitment mediates the relationship between employee empowerment and employee performance ($\beta = 0.261$, $t = 10.099$, $p < 0.001$). This suggests that empowerment not only directly improves performance but also indirectly enhances performance by strengthening employees' commitment to the organization.

6. Discussion

The findings of this study demonstrate that employee empowerment and organizational commitment have a positive and significant effect on employee performance in Islamic bank. These results indicate that when employees are provided with trust, autonomy, and opportunities to participate in decision making processes, they tend to exhibit higher levels of performance. This finding is consistent with the perspective of Social Exchange Theory, which posits that organizational support will be reciprocated by employees through improved performance and contributions to the organization (Blau, 1964; Seibert et al., 2011).

Furthermore, the results reveal that organizational commitment plays a crucial role in enhancing employee performance. Employees who demonstrate strong emotional attachment and loyalty to the organization are more likely to exert greater effort in achieving organizational goals. This finding aligns with previous studies suggesting that organizational commitment is a key determinant of employee effectiveness and performance (Meyer & Allen, 1991; Hanaysha & Tahir, 2016).

Moreover, this study finds that organizational commitment mediates the relationship between employee empowerment and employee performance. This suggests that employee empowerment not only has a direct effect on performance but also indirectly enhances performance by strengthening employees' commitment to the organization. In other words, when employees feel empowered, they develop a stronger sense of belonging, which subsequently increases their motivation and consistency in achieving performance outcomes. This result is consistent with prior studies indicating that empowerment contributes to organizational commitment and performance through employees' psychological mechanisms (Gholami et al., 2013; Arefin, 2015).

In the context of Islamic banking in Riau Province, these findings imply that human resource management should not only focus on technical aspects but also emphasize

psychological and relational dimensions. Employee empowerment and organizational commitment serve as strategic factors in improving employee performance amid the increasing competitiveness of the Islamic bank. This is also in line with studies in the Islamic economic perspective, which emphasize the importance of values such as trust (*amanah*), responsibility, and employee involvement in enhancing organizational performance (Zulkifli et al., 2024).

Overall, these findings strengthen the existing literature and provide empirical contributions within the context of Islamic banking, particularly in Riau Province, by demonstrating that employee empowerment, organizational commitment, and employee performance are interrelated and strategically important in improving organizational performance.

E. CONCLUSION

This study demonstrates that employee empowerment and organizational commitment have a positive and significant effect on employee performance in Islamic bank. Therefore, the hypotheses concerning the direct effects of employee empowerment and organizational commitment on employee performance are supported. In addition, organizational commitment is found to mediate the relationship between employee empowerment and employee performance, thus the mediation hypothesis is also supported.

The finding indicate that higher levels of empowerment and organizational commitment lead to improved employee performance in Islamic bank in Riau Province. Future research is recommended to examine additional factors, such as organizational culture and work motivation, that may influence employee performance.

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