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## ARTICLE TITLE

THE IMPORTANCE OF FINANCIAL TECHNOLOGY AS A MECHANISM TO ENHANCE THE FINANCIAL PERFORMANCE OF ISLAMIC BANKS: AL-SALAM BANK AS A CASE STUDY

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# THE IMPORTANCE OF FINANCIAL TECHNOLOGY AS A MECHANISM TO ENHANCE THE FINANCIAL PERFORMANCE OF ISLAMIC BANKS: AL-SALAM BANK AS A CASE STUDY

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## ABSTRACT

This research paper aims to demonstrate the effectiveness of financial technology (FinTech) in enhancing the financial performance of Islamic banks through an analytical case study of Al-Salam Bank – Algeria, relying on the bank's annual reports over the period 2019–2022.

The study has concluded with the result that the bank faces a necessity to adopt financial technology within its operational framework, as FinTech constitutes one of the most critical financial solutions that contribute to improve its financial performance. Furthermore, FinTech offers integrated tools and solutions that enhance user experience and deliver innovative banking services to customers, so that strengthening the bank's competitive capacity.

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## KEYWORDS

Financial Technology, Financial Performance, Islamic Banks, Al-Salam Bank, Algeria

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### **Introduction:**

In recent years, the financial technology (FinTech) sector has triggered a profound transformation across global financial systems. FinTech companies have emerged as leaders in delivering a wide array of financial and banking services, including payment services, digital currencies, money transfers, lending, and funding, which casts a significant shadow over the future of traditional financial services. Consequently, banks, in general, and Islamic banks, in particular, are striving to introduce changes to their business models by expanding their infrastructure and integrating financial technology to deliver services with high efficiency, so that increasing profitability.

This necessity constitutes the primary motivation behind this study: to develop a deep understanding of the importance of Islamic banks adopting financial technology to enhance their financial performance.

### **Research Problem:**

Based on the above, the central research question can be formulated as follows:

To what extent does financial technology contribute to improve the financial performance of Islamic banks? (Specifically examining the case of Al-Salam Bank in Algeria).

To comprehensively address this main question, the following sub-questions have been developed:

- What is the significance of the services provided by financial technology in enhancing the financial performance of Islamic banks?
- What are the key solutions offered by financial technology to deliver financial services to society?

- What is the current state of financial technology's contribution to improve the financial performance of Al-Salam Bank in Algeria?

#### **Research Hypotheses:**

To address the stated problem, the following hypotheses have been adopted:

#### **Main Hypothesis:**

Financial technology contributes to improve the financial performance of Islamic banks.

Consistent with the sub-questions, the following subsidiary hypotheses have been formulated:

- Financial technology provides various financial services that enhance the financial performance of Islamic banks.
- The solutions offered by financial technology meet the needs of all societal segments without exception.
- Al-Salam Bank's adoption of financial technology contributes to improve its financial performance.

#### **The Study Significance:**

The study's importance lies in the pivotal role financial technology plays in advancing the performance of Islamic banks and enabling them to offer affordable, accessible financial services to individuals and institutions, particularly to those seeking transactions compliant with Sharia principles.

#### **The Study Objectives:**

The study seeks to achieve the following objectives:

- To understand the nature of financial technology and its potential contributions to Islamic banks.
- To comprehend the essence and significance of Islamic banks for individuals and institutions.
- To examine the financial performance of Islamic banks.
- To assess the actual extent to which Islamic banks benefit from financial technology.

#### **Research Methodology:**

This study employs the descriptive method, which is most suitable for the research topic, through the analysis of data collected from annual reports and specialized references.

#### **Literature Review:**

Given the importance of this topic, which encompasses several key economic variables, it has been addressed by numerous researchers from diverse perspectives, including:

- Hafez, Baker, et al. (2023): This study analyzed the key FinTech tools adopted by banks to enhance financial performance and whether such adoption improved their financial standing. The sample included commercial banks listed on Muscat and Abu Dhabi Securities Exchanges. The study found a significant impact of FinTech on financial performance, highlighting its direct role in the banking industry. It recommended that banks adopt comprehensive strategies to achieve inclusive development.

- Abdul-Rahman Mohamed Rashwan & Zainab Abdul-Hafeez Qasim (2022): This study examined the impact of FinTech on enhancing banks' competitive advantage through cost reduction, revenue growth, operational efficiency improvement, and risk mitigation. Using a questionnaire to collect data, results indicated that FinTech positively affects the quality of financial services and operational efficiency, leading to increased revenues and improved bank profitability. The study emphasized the importance of encouraging banks to embrace FinTech to transition from a traditional to a digital economy.

#### **First Section: The Nature of Financial Technology**

The financial technology (FinTech) sector has recently revolutionized numerous industries, particularly global financial systems, by fostering innovations that modernize and develop the banking industry.

##### **1. Definition of Financial Technology**

The Financial Stability Board (FSB) defines FinTech as: "A series of financial innovations leveraging technology to create new business models, applications, processes, or products that have a material effect on financial markets, institutions, and the provision of financial services.." (FSB, 2025). Thus, FinTech represents a fusion of the financial and technological sectors to facilitate customer access to diverse financial services, including deposits, payments, and financial advisory services, more efficiently and effectively.

Another definition describes FinTech as: “An emerging financial industry that applies technology to improve financial activities..” (Sedeaq Nassar, 2022, p. 17)

Hence, FinTech encompasses technology-driven financial solutions that enhance user experience and deliver innovative services through modern technologies, such as: artificial intelligence, mobile applications, and other digital tools, making financial services more accessible, efficient, and effective.

## 2. Definition of FinTech Companies

FinTech companies are newly established startups that aim to develop financial and banking services by leveraging technology. They either enhance existing banking services or introduce novel innovations in financial services for individuals and corporations, often collaborating with or competing against established financial service providers (Drouish, 2023, p. 149).

## 3. Significant Opportunities for Banks to Benefit from FinTech

Digital technology has revolutionized numerous sectors, particularly payments, lending, investment, and insurance. The application of digital technology to financial services is reshaping the future of finance. Digitalization helps bridge funding gaps for individuals, households, and businesses, so that promoting economic development. Policymakers increasingly recognize the need to seize FinTech opportunities and accelerate the implementation of policies that enable and encourage safe financial innovation.

Beyond enhancing the efficiency of financial service delivery and improving customer service, FinTech has enabled the provision of banking-related services such as payments, customer relationship management, equity capital mobilization, credit provision, wealth management, and insurance. (IMF, 2017, p. 7)

Moreover, FinTech can contribute to broader institutional objectives by improving funding methods as follows (Drouish, 2023, p. 151):

- Reducing transaction costs by lowering fixed and marginal costs of producing financial services (Qasim, 2023, p. 88).
- Enhancing transparency, speed, and accuracy in financial transactions and account settlements through robust FinTech adoption policies, so that improving service quality and profitability.
- Improving operational efficiency in revenue collection and disbursement, strengthening risk management, and enhancing regulatory compliance.
- Promoting financial inclusion by enabling individuals and enterprises to access high-quality financial products and services quickly and affordably, particularly in payments, savings, credit, and insurance.
- Enabling more accurate and timely financial analytics, allowing banks to restructure and redesign financial products to meet previously overlooked customer needs, so that attracting more clients and deposits.
- Significantly influencing banking sector competitiveness and performance, compelling banks to integrate FinTech into their systems, such as adopting Alternative Payment Methods (APMs), to enhance service quality and automate customer-facing operations via mobile apps, credit cards, etc. (Abdul-Rahman Mohamed Rashwan, op. cit., p. 90).

## 4. Evaluation Factors and Indicators of Financial Technology

To assess FinTech effectiveness, several key factors and indicators are taken into account:

### A. Financial Inclusion:

As defined by the OECD and the International Network for Financial Education (INFE):

“Financial inclusion entails enhancing access to a wide range of regulated, formal financial products and services at reasonable cost, time, and adequacy, while expanding their usage across societal segments through innovative approaches, including financial literacy and awareness, to promote financial well-being and socio-economic integration..” (Lakhdar, 2018, pp. 106-107)

### B. Alternative Payment Methods (APMs)

APMs have evolved significantly in response to technological advancements and changing consumer preferences, enhancing transaction security, convenience, accessibility, and execution diversity. (Mukesh, 2017) Key APMs include:

- Contactless bank cards enabling payments via tap-to-pay terminals.
- Mobile payments through dedicated smartphone applications.
- Digital wallets allowing users to store card details and pay in stores or online.
- Electronic checks replacing traditional paper checks for fund transfers.

### **C. Automation (Banking Services Automation)**

Automation refers to banks' use of modern technology to deliver services that improve efficiency, reduce costs, and simplify operations, essentially replacing human-performed tasks with machines and intelligent systems. Key automation technologies include (Bara'i et al., 2024, pp. 30-31):

- ATMs enabling cash withdrawals without visiting an office.
- Electronic payment gateways and money transfer services.
- Internal bank process management systems.
- Banking chatbots and interactive virtual assistants for customer inquiries.
- Self-service kiosks allowing customers to conduct transactions without staff interaction.

### **Second Section: The Nature of Islamic Banks**

Islamic banks have garnered significant local and international attention due to their demonstrated capacity and high efficiency in managing and deploying assets (depositor and shareholder funds). Globally, Islamic banking assets reached approximately \$2.765 trillion by the end of 2021 (IFDI, 2022, p. 8).

#### **1. Definition of Islamic Banks**

An Islamic bank is defined as: "A commercial Islamic financial institution that provides banking and financial services and finances various projects in accordance with Sharia principles." (Al-Bashir et al., 2014, p. 26)

Thus, it functions as a financial intermediary with a mission that extends beyond quantitative funding to qualitative and purpose-driven funding, managing funds in compliance with Sharia to achieve equitable distribution and support socio-economic development.

#### **2. Islamic Banks' Characteristics and Objectives**

##### **A. Characteristics**

Islamic banks possess distinctive features that differentiate them from conventional financial institutions (Nateq, 2020, pp. 25–30):

- All financial services and investment activities comply with Sharia rulings.
- Operations are supervised by a Sharia Supervisory Board appointed under legal criteria.
- Customer relationships are based on profit-and-loss sharing (PLS).
- Funding is directed toward economically and socially beneficial activities (Fatimah, 2009, p. 25).

##### **B. Objectives**

Islamic banks operate under an Islamic vision aligned with Sharia, aiming to achieve the following objectives (Al-Tamimi, 2019, pp. 36-39):

- Achieve profitability to ensure competitiveness and market sustainability, so that attracting shareholders and depositors.
- Mobilize and grow deposits by collecting savings and reinvesting them (Khadija, 2013, p. 132).
- Facilitate affordable, high-quality access to banking services within Sharia-compliant frameworks.

### **Third Section: Banking Financial Performance**

#### **1. Concept of Financial Performance**

Financial performance is the foundational support for an organization's diverse operations, enabling resource availability and investment opportunities that meet stakeholders' needs and objectives. (Al-Khatib, 2009, p. 45) It is comprehensively defined as:

"A holistic description of an organization's financial condition, including trends and methods used to achieve targeted outcomes, assessed through sales, revenues, assets, liabilities, and equity.." (Al-Yasri, 2018, p. 189)

Thus, financial performance entails achieving financial objectives at minimal cost.

#### **2. Concept of Banking Financial Performance**

Banking financial performance can be understood through the following definitions:

- "The manner in which a bank employs its available resources (e.g., deposits) according to defined criteria and balanced approaches to achieve strategic objectives and enhance competitiveness.." (Talib, 2011, p. 44)
- "The bank's capacity to manage its funds to achieve multiple objectives, contributing to national economic development, generating profits and growth, and ensuring sound financial, credit, and investment positions, efficient management, and prudent fund deployment to avoid losses and maintain competitiveness." (Ibrahim, 2022, p. 14)

### 3. Evaluation of Banking Financial Performance

Definitions of financial performance evaluation vary based on analytical perspectives and selected indicators. One definition state:

“Diagnosing an institution’s financial health and its capacity to create value and confront future challenges, using the balance sheet, income statement, and supplementary schedules.” (Dadan, 2013, p. 36)

Banking financial performance evaluation refers to:

“The process of measuring actual or expected outcomes against predefined criteria to assess the efficiency of a bank’s financial resource management in serving all stakeholders.” (Na’ima, 2023, p. 52)

For Islamic banks specifically, financial performance is defined as:

“A set of procedures comparing actual outcomes with planned targets to assess alignment with desired objectives, evaluate activity effectiveness, and verify that operations comply with Sharia principles and achieve high efficiency.” (Al-Mahdi, 2023, p. 72)

### 4. Importance of Evaluating Islamic Banks’ Financial Performance

Evaluation is crucial because it (Hassan, 2019, p. 22):

- Provides a clear, comprehensive picture of the bank’s performance and its role in economic development.
- Assesses management’s ability to mobilize and redeploy deposits profitably.
- Confirms the effectiveness of bank activities, policies, expansion capacity, and sustainability.
- Supports sound financial planning and decision-making.
- Ensures adequate liquidity and measures profitability amid investment and funding risks.
- Reveals the bank’s strategic position within its sector, guiding priority-setting and strategic improvement (Na’ima, op. cit., p. 52).

### 5. Financial Performance Indicators

Performance is evaluated using data extracted from financial statements. Key indicators include:

#### A. Total Deposits:

Reflects the bank’s ability to attract new clients and build trust in its fund management. Deposit growth increases revenue streams.

#### B. Profitability Indicators:

##### I. Return on Equity (ROE):

Measures net profit per shareholder investment. It’s calculated as follows:

$$\text{Return on Equity} = \frac{\text{Net Income}}{\text{Equity}}$$

##### II. Return on Assets (ROA):

It indicates asset utilization efficiency in generating profits. It’s calculated as:

$$\text{ROA} = \frac{\text{Net profit after tax}}{\text{Average Total Assets}}$$

## Fourth Section: The Importance of Financial Technology in Enhancing Islamic Banks’ Financial Performance

FinTech presents both a significant challenge and a strategic opportunity for Islamic banks. Rapid digital transformation is inevitable; estimates suggest FinTech could reduce bank revenues by 10% to 40% over the next decade. However, if leveraged effectively, especially in payments and e-commerce, FinTech can significantly enhance performance by improving service quality, increasing revenues, reducing costs, strengthening client relationships, and attracting new customers. (Shahada, 2022, pp. 42-43)

### 1. Enhancing Profitability

FinTech enables Islamic banks to reduce operational costs through automation and digitization, minimize paperwork, and expand customer reach via user-friendly digital platforms (mobile apps, internet

banking). Artificial intelligence tools also enhance risk management by enabling real-time big data analysis, reducing defaults and losses, and boosting revenue generation. (ibid, p. 44)

## 2. Improving Service Quality

Islamic banks aim to retain existing clients while acquiring new ones to grow deposits, all while continuously reducing service delivery costs. Adopting modern systems allows banks to align with future strategies, expand operations, and develop Sharia-compliant products that meet evolving customer demands. (Salem, 2023, p. 305).

## Fifth Section: The Role of Financial Technology in Enhancing Al-Salam Bank's Financial Performance

To assess FinTech's contribution to Al-Salam Bank's financial performance and its societal impact, we evaluate the bank's adoption of FinTech indicators (financial inclusion, APMs, automation) and its financial performance metrics (total deposits, ROA, ROE).

### 1. Overview of Al-Salam Bank in Algeria

**Table 1:** Profile of Al-Salam Bank

Al-Salam Bank in Algeria	Details
Global Ranking	Ranked best Islamic bank in Africa (2021); 2nd globally in asset growth (2018)
Establishment Year	Founded in September 2008 through Algerian–Gulf cooperation
Total Assets (2022)	131,018 million Algerian Dinars (DZD)
Branch Network	18 branches across multiple Algerian provinces
Bank Slogan	Excellence, Commitment, Communication
Vision	Leadership in comprehensive Sharia-compliant banking with innovative, Sharia-supervised products
Mission	Delivering the highest quality performance amid local, regional, and global competition; maximizing returns for clients and shareholders while meeting diverse needs
Sharia Supervisory Board (2022 Report)	1. Dr. Ez al-Din Ben Zghiba; 2. Dr. Al-Ayashi Al-Sadiq Fadad; 3. Dr. Mohamed Abdel-Hakim Za'ir; 4. Dr. Abu Bakr Ben Lakhdar Lashahb

**Source:** Prepared by the author based on (1) Al-Salam Bank Annual Reports; (2) International Banker, accessed February 13, 2022: <https://internationalbanker.com/awards/the-international-banker-2021-middle-east-africa-awards-winners>

Al-Salam Bank is the Algerian second Islamic bank, operating comprehensively under Sharia principles within the Algerian legal framework. It was established in September 2008 through Emirati-Algerian collaboration and licensed by the Bank of Algeria. It offers innovative banking services aligned with Algeria's economic development strategy. It provides funding through Sharia-compliant instruments (Mudarabah, Musharakah, Murabaha, Salam, Istisna', Ijarah, etc.) under the supervision of a distinguished Sharia board.

### 2. FinTech Indicators at Al-Salam Bank

The bank has undertaken significant digital transformation, particularly in funding. Initiatives include:

- Launching a new multi-channel digital banking platform.
- Implementing a centralized system to monitor critical servers (T24, CPI).
- Upgrading the primary data center to international standards and establishing an advanced data center (Datacenter).
- Deploying IP-based telephony systems.
- Enhancing profit distribution and Visa transaction management software.
- Aligning cash operations with interbank requirements set by Algeria Post.
- Upgrading electronic clearing systems, reducing processing time by one day (Al-Salam Bank, 2019).

#### A. Financial Inclusion

The bank provides beneficial financial services to all societal segments, enabling affordable access to financial products. Post-pandemic, it accelerated efforts to facilitate electronic payment card usage.

**Table 2:** Volume and Number of Financial Transactions in 2021

Status	Number	Active Rate
Installed Devices	121	89%
Active Devices	79	89%
Devices Under Construction	5	89%
Devices Being Installed	0	89%
Transaction Volume (DZD)	17,934 transactions	221,097,401.86 DZD

**Source:** Author’s compilation from Samia Fliachi. (2022). Digital Transformation of Islamic Finance throughout the Corona virus Pandemic: Reality and Challenges. Algerian Journal of Social and Human Sciences, University of Algiers, p. 145.

In 2021, the bank operated 121 installed payment terminals (79 active), facilitating 17,934 transactions.

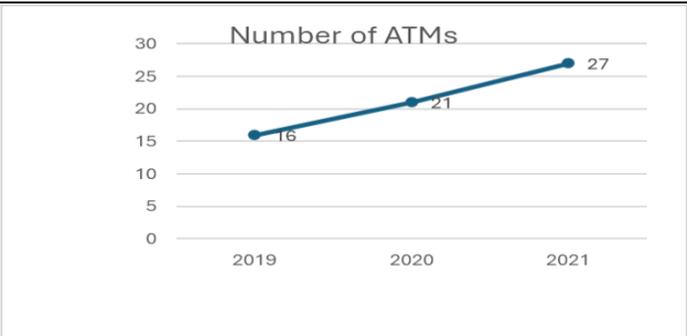
**B. Automation**

The bank uses IT to automate customer-facing operations:

- ATMs: Provide cash withdrawal and other financial services.

**Table 3:** Evolution of ATM Count (2019–2021)

Year	Number of ATMs
2019	16
2020	21
2021	27

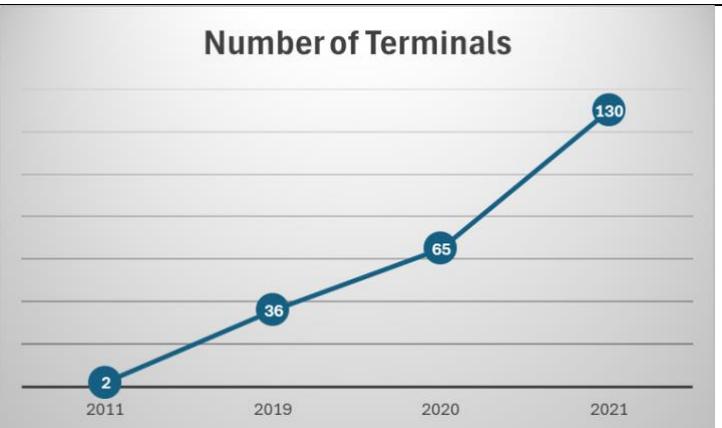


Source: *ibid*, p. 144.

- Electronic Payment Terminals: Facilitate purchases via payment cards.

**Table 4:** Evolution of Electronic Payment Terminals (2019–2021)

Year	Number of Terminals
2011	02
2019	36
2020	65
2021	130



Source: *ibid*, p. 144.

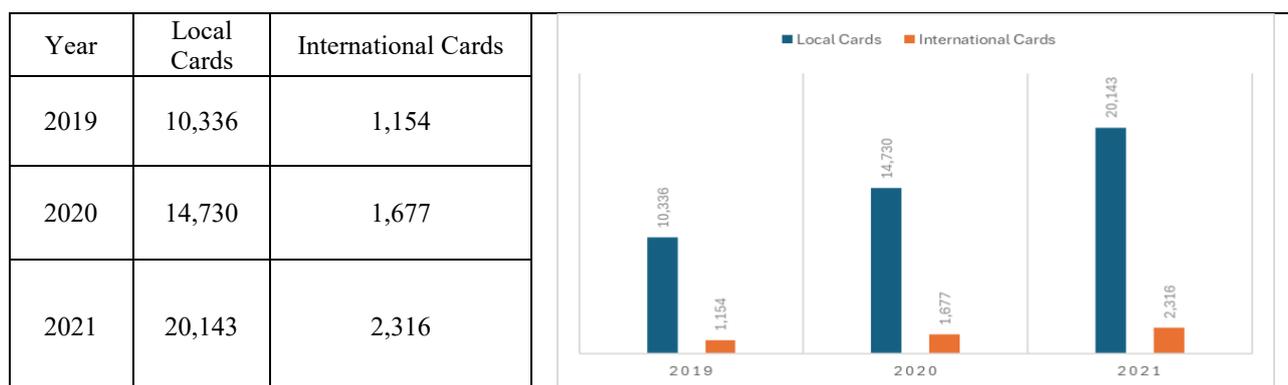
Al Salam Bank contributed to providing and distributing electronic payment devices across various locations throughout the country. The number of electronic payment devices reached approximately 36 devices in 2019, more than 65 devices in 2020, and increased at an accelerated pace in 2021 to 130 devices. This confirms the bank's commitment to establishing and applying technology to its financial transactions in order to improve its financial performance.

### C. Alternative Payment Methods (APMs)

The bank offers clients flexible, secure, innovative payment options, including:

- Local CIB cards
- “Amna” and “Amnity.” payment cards
- Visa cards

**Table 5:** CIB Card Activity (2019–2021)



Source: *ibid*, p. 147.

The use of local cards (CIB) has increased and they have been widely adopted, reaching 20,143 cards in 2021 compared to 14,730 cards in 2020, and more than 10,300 cards in 2019. The same applies to the number of international card services, which also saw an increase, reaching 2,316 cards in 2021 compared to only 1,154 in 2019, especially for the widely used Visa card across the internet network and at shops and stores worldwide.

### 3. Financial Performance Indicators (2019–2022)

Al Salam Bank continues its efforts in the field of digital transformation during the recent period, focusing on several main directions and axes to enhance digital banking services and improve customer experience. Considering the circumstances at the end of 2020 (the COVID-19 pandemic), which affected the bank's financial performance and the overall economic activity of the country, we will outline below the financial performance indicators of Al Salam Bank for the period (2019-2022):

**Table 6:** Al-Salam Bank's Financial Performance (2019–2022) – Millions DZD

Indicator	2019	2020	2021	2022
Total Assets	131,018	162,625	237,804	261,693
Shareholders' Equity	19,012	18,900	23,212	26,786
Net Income	4,007	3,069	3,389	4,393
Operating Efficiency Ratio (%)	32	35	36	34

Source: Author's compilation from Al-Salam Bank Annual Reports (2019–2022).

- Net income reached 4.393 billion DZD in 2022, a 29% annual increase vs. 2021 and 43% vs. 2019.
- The operating efficiency ratio improved to 34% in 2022 (down from 36% in 2021), reflecting ongoing digital investment to reduce costs and maximize productivity.

**A. Total Deposits :**

This indicator helps us evaluate the financial performance of Al Salam Bank, as an increase in the volume of deposits indicates the bank's success in attracting more deposits and increasing its market share, which we will explore through the following data:

**Table 7:** Total Deposits (2019–2022) – Millions DZD

Year	2019	2020	2021	2022
Total Deposits	102,405	129,320	195,031	215,076

**Source:** Author's compilation from Al-Salam Bank Annual Reports (2019–2022).

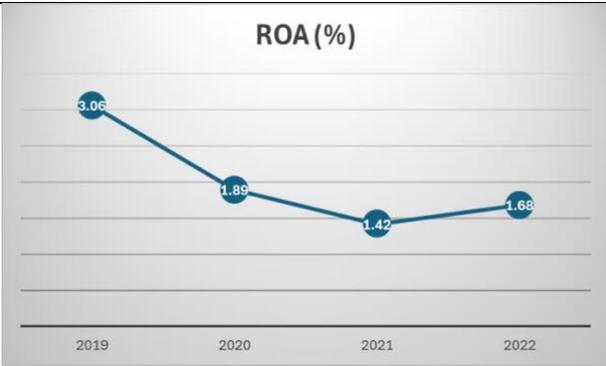
The volume of deposits at Al Salam Bank increased during the study period, reaching 215 billion Algerian dinars in 2022, with an increase of 10% and 67% compared to 2021 and 2020 respectively. This indicates the stability of the banking system and its ability to manage liquidity effectively, in addition to its ability to attract as many customers as possible and increase their confidence as a result of the facilities provided by the bank using modern technology, such as artificial intelligence and many technologies, mobile applications, and others, which make access to the financial services sector easier and more efficient.

**B. Return on Assets (ROA):**

It is a financial metric we will use to assess the efficiency of Al Salam Bank in utilizing its assets to generate profits. The following table shows the results of calculating this indicator based on Table No. (6) as follows

**Table 8:** ROA (2019–2022)

Year	ROA (%)
2019	3.06
2020	1.89
2021	1.42
2022	1.68



**Source:** Author's compilation from Al-Salam Bank Annual Reports (2019–2022).

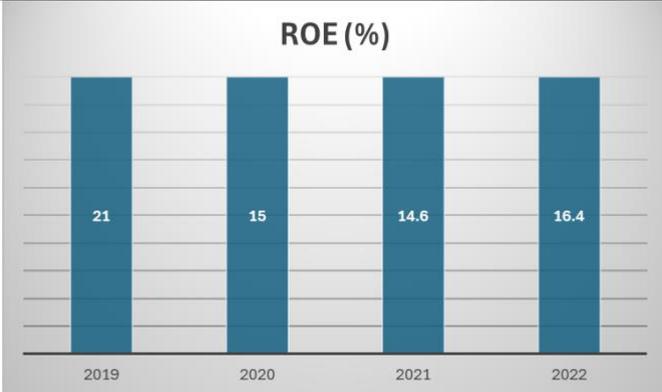
There is a decline in the return on assets rate for Al Salam Bank during the period 2019-2022. After reaching 3% in 2019, it dropped the following year to 1.9% and 1.4% for 2020 and 2021 respectively. This is attributed to the COVID-19 crisis and its aftermath during that period. This indicator began to recover in 2022, reaching 1.68%, which is a good rate, aligning with the prevailing average in the Arab region, despite fluctuations and declines in the bank's financial performance..

**C. Return on Equity (ROE):**

We use this indicator to analyze the financial performance of the bank during the study period and to determine its efficiency in generating profits using shareholders' funds, through the returns calculated based on the information provided in Table (6) as follows:

**Table 9:** ROE (2019–2022)

Year	ROE (%)
2019	21.0
2020	15.0
2021	14.6
2022	16.4



**Source:** Author's compilation from Al-Salam Bank Annual Reports (2019–2022).

The return on equity rate for Al Salam Bank gradually declined after 2019 due to the nationwide lockdown caused by the COVID-19 pandemic. This decline continued until 2020, reaching 14.6%, then recovered again to reach 16.4% in 2022, demonstrating the bank management's efficiency in using shareholders' funds to generate profits.

#### **Conclusions:**

This study demonstrates FinTech's capacity to enhance the quality of banking services, particularly in payments, client relations, and capital mobilization, and to reshape the future of banking finance in ways that support national economic development, improve management efficiency, optimize fund deployment, ensure profitability, mitigate losses, and strengthen competitiveness.

Based on theoretical analysis and empirical financial data (total deposits, ROA, ROE), the following conclusions are drawn:

#### **Study Findings:**

- Digitizing financial services in Islamic banks helps bridge funding gaps for individuals and institutions, promoting economic development.
- FinTech enhances the quality of financial services delivered to clients.
- FinTech adoption improves transaction transparency, accelerates financial data processing, and ensures accurate account settlements, so that enhancing service quality and profitability.
- FinTech strengthens financial inclusion by enabling affordable, rapid access to financial products (payments, savings, credit, insurance).
- FinTech adoption boosts financial performance through cost reduction, revenue growth, and service quality improvement.
- FinTech adoption influences Islamic banks' strategic positioning within their competitive landscape.
- Modern systems enable Islamic banks to expand operations and innovate products.
- Al-Salam Bank swiftly enabled digital access to financial services, starting with E-payment cards.
- The bank uses IT to automate customer operations.
- Al-Salam Bank applies technology to enhance financial performance through cost efficiency and productivity.
- However, the bank's FinTech adoption remains limited and insufficient to fully meet client expectations.

#### **Recommendations:**

- Islamic banks must inevitably embrace FinTech opportunities.
- Islamic banks should develop programs and strategies to raise awareness of Islamic finance and address knowledge gaps.
- Islamic banks must digitize customer-facing administrative operations.
- Islamic banks should enhance public awareness of FinTech-based financial services.
- The state must develop FinTech infrastructure and cultivate talent to meet the sector's growing demands.

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