CHAPTER IV

RESULTS AND DISCUSSION

4.1 Overview of Research Objects and Descriptive Data

The salaam Culture and Tourism Office as a Regional Organizational Instrument (OPD) has the task of assisting the Mayor in carrying out government affairs in the cultural and tourism sectors which are the authority of the region and assistance tasks assigned to the region. Especially in this research regarding Halal Tourism affairs, the Culture and Tourism Office of salaam certainly implements a management system to achieve the strategy that has been determined.

1. Vision and mission

The vision of the salaam Tourism and Culture Office is to make "Mogadishu As a Tourist Destination City with Foreign Empowerment". City of tourist destination: places of tourist objects and attractions which are tourist targets and have uniqueness and specifications.Mission From the vision as above, the Mission of the Tourism Office is then determined Culture of salaam, among others:

a Realizing quality and professional tourism human resources (HR).

b Realizing the preservation of cultural values, traditional arts among the community, as well as objects of cultural heritage and historic buildings. Improving the quality and quantity of the diversity of objects and cultural and tourist attractions.

c Improving the quality of business facilities and services for culture and tourism by facilitating and enhancing cooperation between cultural and tourism actors.

2. Duties and Functions of Culture and Tourism in the salaam Task:

The Salaam somali Bank has the task of assisting the Mayor in carrying out governmental affairs in the field of culture and tourism which are the authority of the region and co-administration tasks assigned to the regions.

Function: Culture and Tourism in carrying out the tasks referred to in Article 4 carry out functions:

a. Formulation of policies in the Arts Sector, Marketing Sector, Tourism Industry Sector, Tourism Institutional Sector, and Culture Sector.
b. Formulation of strategic plans in accordance with the Mayor's vision and mission.
c. Coordinating tasks in the context of implementing programs and activities in the Arts Sector, Marketing Sector, Tourism Industry Sector, Institutional Sector Tourism and Culture. Implementation of coaching to subordinates within the scope of their responsibilities.
d. Organizing the preparation of Employee Work Targets.
e. organizing cooperation in the Arts, Marketing, and Industrial Sector Tourism, Tourism Institutional Sector, and Culture Sector.
f. Organizing the secretariat of the Office of Culture and Tourism.
g. Implementation of programs and activities in the Arts Sector, Marketing Sector, Tourism Industry Sector, Tourism Institutional Sector, Culture Sector.
h. Implementation of employee performance appraisal.

i. Implementation of monitoring and evaluation of programs and activities in the Arts Sector, Marketing Sector, Tourism Industry Sector and Tourism Institutional Sector. Implementation of reports on the implementation of programs and activities.

j. The implementation of other functions given by the Mayor is related to his duties and functions.

3. Organizational structure

The Salaam Somali Bank has the task of assisting the Mayor in carrying out government affairs in the field of culture and the tourism sector which are the authority of the region and the assistance tasks assigned to the region. The composition and organizational structure of the salaam Culture and Tourism Office can be seen in the following figure:

The Organizational Structure of the salaam Culture and Tourism Office can be described as follows:

a. Head of Department;

b. Secretariat, consisting of:

1 Finance and Assets Subsection;

2 General and Personnel Subdivision.

3 Planning and Evaluation;

c. Art sector, consisting of:

1 Art Potential Section;

2 Art Development Section; And

3 Art Show Section

d. Marketing Sector, consisting of:

1 Culture and Tourism Information Section; 2) Culture and Tourism Promotion Section; and 3) Cultural Cooperation Section.

e. Tourism Industry Sector, consisting of:

1 Tourism Facilities and Creative Economy Business Section;

2 Tourism and Entertainment Service Business Section; And

3 Tourism Destinations Section

f. Tourism Institutional Sector, consisting of:

1 Tourism Organization Cooperation Section;

2 Tourism Supervision Section;

3 Tourism HR Empowerment Section

g. Culture Sector, consisting of:

1 History and Cultural Heritage Section;

2 Museum and Cultural Conservation Section; And

3 Cultural Attractions Section

4.2 Profile of Salaam Somali Bank

Salaam Somali Bank was established in October 2009. It is the first international bank to operate in Somalia since 1991. Salaam Somali Bank herein SSB, is an Islamic bank which targets both consumers and businesses BtoC/BtoB, the bank offers personal banking, commercial banking, and non-profit banking. Its Islamic banking services and facilities include Mudharabah, Murabahah and Musharakah. Additionally, the bank offers online banking, mobile banking and debit cards. SSB established new branches in The last 3years. the bank expanded well when to compare 2012. in 2014, the institution also began providing automatic teller machine (ATM) services at a location in Mogadishu. The devices operate in English, and were at their launch billed as the first of their kind in Somalia. However, the separate Salaam Bank institution headquartered in Bosaso already provided ATM services for several years prior.

4.3 Validity and Reliability Test for 30 Initial Respondents

Testing the validity and reliability of the data was carried out using the SPSS 17 software program. The results of the validity and reliability test of the instrument by 30 respondents were used to test the instrument before it was distributed to all respondents. The full results of the validity and reliability test of the instrument can be seen in the following table:

Tabel 5 Validity and Reliability Test Results (30 Respondents)

Variable	*Cronbach Alpha*	Indicator	*Corrected Total Items Correlation*	>/<	r-table
Organizational culture (X1)	0.714	X1.1	0.373	>	0.306
		X1.2	0.558	>	0.306
		X1.3	0.677	>	0.306
		X1.4	0.517	>	0.306
Training (X2)	0.711	X2.1	0.554	>	0.306
		X2.2	0.397	>	0.306
		X2.3	0.568	>	0.306
		X2.4	0.368	>	0.306
Variable	*Cronbach Alpha*	Indicator	*Corrected Total Items Correlation*	>/<	r-table
		X2.5	0.517	>	0.306
affective commitment (Y1)	0.887	Y1.1	0.700	>	0.306
		Y1.2	0.850	>	0.306
		Y1.3	0.459	>	0.306
		Y1.4	0.786	>	0.306
		Y1.5	0.895	>	0.306
employee performance (Y2)	0.882	Y2.1	0.399	>	0.306
		Y2.2	0.900	>	0.306
		Y2.3	0.784	>	0.306
		Y2.4	0.660	>	0.306
		Y2.5	0.926	>	0.306

The table above shows that the value of Corrected Item The total correlation or r-count for each indicator is greater than r-table = 0.306 (N - 2 = 30 - 2 = 28, □ = 0.05) which means that the indicators are valid or legitimate to be studied. The table above also shows that the test results show that the Cronbach Alpha value or r count is greater than 0.70 (standard r), so it can be concluded that it is reliable . Based on the results above, other questionnaires can be distributed to all respondents.

4.4 Descriptive Data

1. Respondent Identity

a. Gender

The gender of the respondents consists of male and female, the frequency of the respondent's gender can be seen in the table below.

Tabel 6 Gender of Respondents

Gender	Frequency (person)	Percentage (%)
Man	82	73.9
Woman	29	26.1
Total	111	100.0

The table above shows that 82 people or 73.9% are male and 29 people or 26.1% are women. This shows that employees of The Salaam Somali Bankin the salaam has more men, this is because the Culture and Tourism Office of the salaam has more jobs in the field/outdoors so that mobility is higher.

b. Age

The age of the respondents in this study can be explained based on the following table:

Tabel 7 Age of Respondents

Age (Years)	Frequency (Person)	Percentage (%)
<31	9	8.1
31-40	47	42.3
41-50	34	30.6
> 50	21	18.9
Total	111	100.0

The table above shows that respondents aged less than 30 years were 9 people or 8.1%, aged 31 to 40 years were 47 people or 42.3%, aged 41 to 50 years were 34 people or 30.6 %, and respondents aged more than 50 years were 21 people or 18.9%. This shows that most of the respondents are dominated by the age of 31 years to 40 years. This is due to the implementation of a moratorium on employee recruitment, so that there are at least young employees.

c. Education

The educational level of the respondents in this study was divided into four groups, namely SHS, D3, BD and MD can be seen in the following table.

Tabel 8 Respondent Education

Education	Frequency (Person)	Percentage (%)
SENIOR HIGH SCHOOL	25	22.5
D3	15	13.5
BD	56	50.5
MD	15	13.5
Total	111	100.0

The table above shows that 25 people with high school education or 22.5% had a D3 education, 15 people had a D3 education or 13.5%, 56 people had an undergraduate education or 50.5%, 15 people had a Masters education or 13.5%. Most of the respondents are BD graduates. This is because ASN is required to have a minimum BD education. d. Years of service Working period is classified into four groups. To find out more details about The working period of the respondents can be seen in the following table.

Tabel 9 Respondent's Working Period

Years of service	Frequency (person)	Percentage (%)
<11	50	45.0
11-20	46	41.4
21 - 30	12	10.8
30<	3	2.70
Total	111	100.0

The table above shows that respondents with less than 31 years of service are 50 people or 45.0%, 11 to 20 years of service are 46 people or 41.4%, 21 to 30 years of service are 12 people or 10.8% , and working period of more than 30 years as many as 3 people or 2.7%. This shows that most of the respondents have less than 31 years of age. This means that there are still many employees with little experience, so that many still have to receive guidance from more senior ones.

4.5 Respondents' Responses

The average number of respondents' responses to each question listed in the questionnaire will be analyzed in order to determine the respondents' assessment of the research variables. The analysis process uses descriptive statistics, namely in this case it will look for the average value of the respondents' answers so that later the respondents' ratings can be seen. In order to be able to see the respondents' ratings, the scale range formula can be as follows:

$$RS = \frac{highest\ value - lowest\ value}{many\ classes}$$

The calculation is as follows:

$$RS = \frac{5 - 1}{5} = 0.8$$

The standards for the five class categories are (Durianto, 2001):

1.00	–	1.80	=	very ugly
1.81	–	2.60	=	Bad
2.61	–	3,40	=	Enough
3,41	–	4,20	=	Good
4,21	–	5.00	=	Very good

Based on the value of the scale range, the following will see the results of the descriptive analysis of each research variable.

a) Organizational Culture Variable Average Value (X1)

Organizational culture variables in this study are measured through statements that present the indicators of these variables. The results of calculating the average value of responses to organizational culture can be seen in the following table:

Tabel 10 Organizational Culture Variable Average Value

No	Indicator	STS		TS		N		S		SS		Flat flat
		1		2		3		4		5		
		F	S	F	S	F	S	F	S	F	S	
1	Innovation	0	0	0	0	40	120	47	188	24	120	3.86
2	Pay attention to details	0	0	0	0	19	57	67	268	25	125	4.05
3	Result orientation	0	0	0	0	12	36	61	244	38	190	4.23
4	Team orientation	0	0	0	0	22	66	51	204	38	190	4.14
nile i Average												4.07

Based on the results of the calculation of the average value of the organizational culture variable in the table above shows that the average value of the organizational culture variable is 4.07, which means that the average value of the organizational culture variable is in the good category. Furthermore, respondents' perceptions are related to organizational culture variable indicators as follows:

Tabel 11 Respondents' perceptions of organizational culture variables

Indicator	Research Findings of Respondents
Innovation	Most of the respondents stated that they tried to make the best innovations in carrying out their work assignments
Pay attention details	Most of the respondents stated that they tried to pay attention to the details of the work assignments that I was doing
Result orientation	Most of the respondents stated that they carried out their work in a result-oriented manner
Team orientation	Most of the respondents stated that they carry out work with a teamwork orientation

b) The Average Value of Training Variables (X2)

training variable in this study is measured through the statement that present the indicators of these variables. The results of calculating the average value of responses to training can be explained in the following table:

Tabel 12 The Average Value of Training Variables

No	Indicator	STS		TS		N		S		SS		Average
		1		2		3		4		5		
		F	S	F	S	F	S	F	S	F	S	
1	Ability to take decision	0	0	0	0	40	120	60	240	11	55	3.74
2	Interaction ability	0	0	1	2	44	132	47	188	19	95	3.76
3	Task understanding	0	0	7	14	43	129	41	164	20	100	3.67
4	Organizational knowledge	0	0	3	6	52	156	38	152	18	90	3.64
5	General knowledge	0	0	0	0	39	117	56	224	16	80	3.79
Average value												3.72

Based on the results of calculating the average value of the training variables in the table above shows that the average value of the training variable is 3.72, which means that the average value of the training variable is in the good category. Furthermore, respondents' perceptions related to the training variable indicators are as follows:

Tabel 13 Respondents' perceptions of the Training variable

Indicator	Research Findings of Respondents
Decision making ability	Most of the respondents stated that they felt that *the training* provided by the Culture and Tourism Office of the salaam was able to improve their decision-making abilities
Ability interaction	Most of the respondents stated that they felt that *the training* provided by the Culture and Tourism Office of the salaam was able to improve their ability to interact
understanding task	Most of the respondents stated that they felt that *the training* provided by the Culture and Tourism Office of the salaam was able to improve their ability to understand tasks
Organizational knowledge	Most of the respondents stated that they felt that *the training* provided by the Culture and Tourism Office of the salaam was able to improve the ability of organizational tasks
General knowledge	Most of the respondents stated that they felt that *the training* provided by the salaam Culture and Tourism Office was able to develop general knowledge

c) Affective Commitment Variable Average Value (Y1)

Affective commitment variable in this study is measured through a statement that present the indicators of these variables. The results of calculating the average value of responses to affective commitment can be explained in the following table:

Tabel 14 Affective Commitment Variable Average Value

No	Indicator	STS		TS		N		S		SS		Average
		1		2		3		4		5		
		F	S	F	S	F	S	F	S	F	S	
1	Feel emotionally attached to organization	0	0	0	0	54	162	42	168	15	75	3.65
2	Felt like part of the organizational family	0	0	9	18	31	93	43	172	28	140	3.81
3	Have a strong sense of organization	0	0	11	22	46	138	33	132	21	105	3.58
4	Have a feeling relationship with organization	0	0	1	2	35	105	45	180	30	150	3.94
5	The organization has an important meaning for the person	0	0	0	0	31	93	49	196	31	155	4.00
Average value												3.79

Based on the results of calculating the average value of the affective commitment variable in the table above shows that the average value of the affective commitment variable is 3.79, which means that the average value of the affective commitment variable is in the good category. Furthermore, the respondent's perception is related to the affective commitment variable indicator as follows:

Tabel 15 Respondents' perceptions of the variable affective commitment

Indicator	Research Findings of Respondents
Feel emotionally attached to organization	Most of the respondents stated that they felt emotionally attached to the Dinas salaam Culture and Tourism
Felt like part of the organizational family	Most of the respondents stated that they felt like part of the Dinas family salaam Culture and Tourism
Have a strong taste for organization	Most of the respondents stated that they felt they had a strong sense of the Dinas salaam Culture and Tourism
Have a feeling relationship with organization	Most of the respondents stated that they felt they had a emotional connection with the Dinas salaam Culture and Tourism
The organization has significance for personal	Most of the respondents stated that they felt that the Culture and Tourism Office of the salaam had an important meaning for my personal life

d) Employee Performance Variable Average Value (Y2)

Employee performance variables in this study are measured through statements that present the indicators of these variables. The results of calculating the average value of responses to employee performance can be explained in the following table:

Table 4.12 The Average Value of Employee Performance Variables

No	Indicator	STS		TS		N		S		SS		Average
		1		2		3		4		5		
		F	S	F	S	F	S	F	S	F	S	
1	Service orientation	0	0	0	0	30	90	40	160	41	205	4.10
2	Commitment	0	0	0	0	18	54	54	216	39	195	4.19
3	Work initiative	0	0	0	0	16	48	56	224	39	195	4.21
4	Cooperation	0	0	0	0	25	75	72	288	14	70	3.90
5	Leadership	0	0	0	0	19	57	50	200	42	210	4.21
Average value												4,12

Based on the results of calculating the average value of the employee performance variable in the table above shows that the average value of employee performance variables is 4.12, which means that the average value of employee performance variables is in the good category. Furthermore, respondents' perceptions are related to employee performance variable indicators as follows:

Tabel 16 Respondents' Perceptions of Employee Performance variables

Indicator	Research Findings of Respondents
Service orientation	Most of the respondents stated that they felt they provided the best service in carrying out their work
Commitment	Most of the respondents stated that they had a commitment to align attitudes and goals in achieving the goals of the salaam Culture and Tourism Office
Work initiative	Most of the respondents stated that they implemented work initiatives in improving performance at the salaam Culture and Tourism Office
Cooperation	Most of the respondents stated that they were able to work together with colleagues at the salaam Culture and Tourism Office
Leadership	Most of the respondents stated that they felt they were able to provide work motivation to other employees at the Culture and Tourism Office of salaam

4.6 Process and Analysis Results

4.6.1 Validity and Reliability Test

The results of testing the validity of indicators and reliability tests of organizational culture variables, training, affective commitment and employee performance, summarized in the following table:

Tabel 17 Validity and Reliability Test Results

Variable	*Cronbach Alpha*	Indicator	*Corrected Total Items Correlation*	>/<	r-table
Organizational culture (X1)	0.732	X1.1	0.377	>	0.157
		X1.2	0.567	>	0.157
		X1.3	0.599	>	0.157
		X1.4	0.578	>	0.157
Training (X2)	0.708	X2.1	0.524	>	0.157
		X2.2	0.499	>	0.157
		X2.3	0.470	>	0.157
		X2.4	0.369	>	0.157
		X2.5	0.495	>	0.157
affective commitment (Y1)	0.871	Y1.1	0.736	>	0.157
		Y1.2	0.738	>	0.157
		Y1.3	0.458	>	0.157
		Y1.4	0.746	>	0.157
		Y1.5	0.881	>	0.157
employee performance (Y2)	0.816	Y2.1	0.289	>	0.157
		Y2.2	0.829	>	0.157
		Y2.3	0.724	>	0.157
		Y2.4	0.421	>	0.157
		Y2.5	0.878	>	0.157

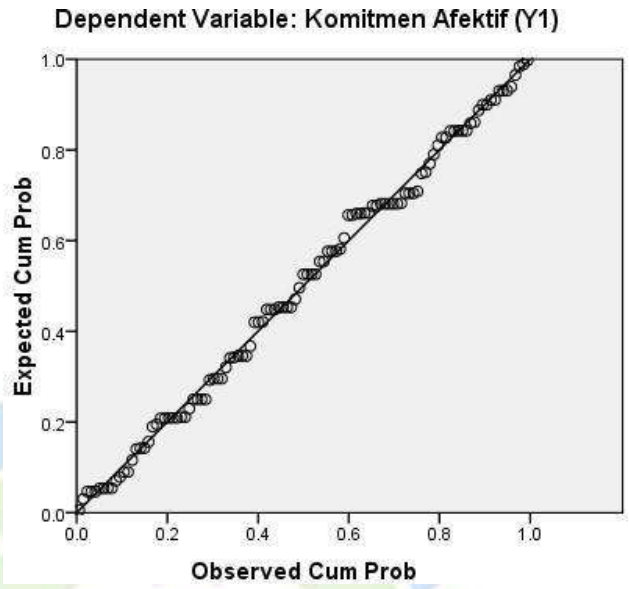
The table above shows that the value of Corrected Item Total Correlation or r-count each indicator is greater than r-table = 0.157 (N - 2 = 111 - 2 = 109, □ = 0.05) in the appendix, which means that the indicators show valid or valid research. The table above also shows that the test results show the Cronbach Alpha value Cronbach Alpha or r count is greater than 0.70 (standard r), so it can be concluded that it is reliable.

4.6.2 Multiple Linear Regression Classical Assumptions Test

1. Line I and II Normality Test

   Following are the results of the Normality Test.

Line I



Line II

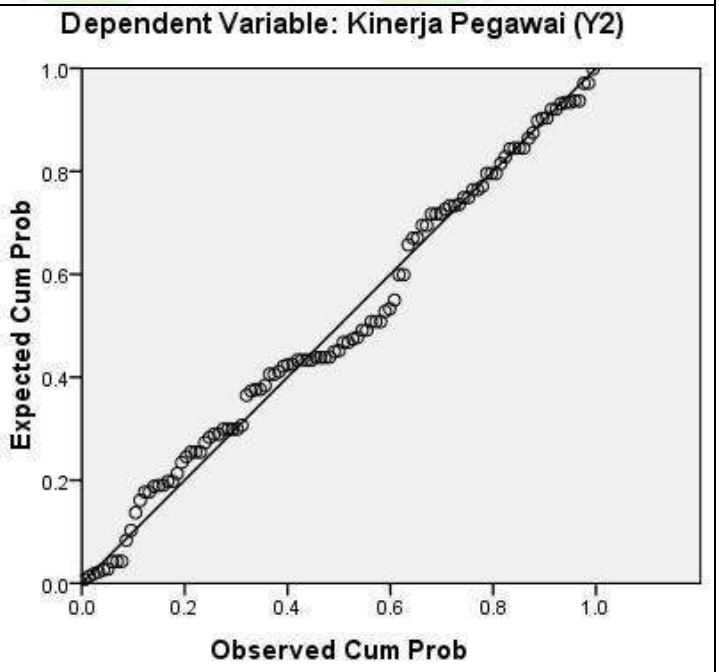


Figure 2 Normality Test Results (Tracks I and II)

Based on the picture above in Figure 4.2 it can be seen that the points are close to the diagonal line. If the residual data distribution is normal, then the line that describes the actual data will follow the diagonal line. Thus it can be concluded that the data is normally distributed.

2. Multicollinearity Test

The multicollinearity test results in Table 4.15 show that Lines I and II have VIF values <10 and Tolerance values > 0.1, this means that there is no relationship between the independent variables in this study or they have no relationship with each other so it can be concluded that the regression model Lanes I and II do not have multicollinearity.

Tabel 18 Multicollinearity Test Results for Lines I and II

Model		Collinearity Statistics	
		tolerance	VIF
Line I	Organizational culture (X1)	0.655	1,526
	Training (X2)	0.655	1,526
Line II	Affective commitment (Y1)	0.403	2.479
	Organizational culture (X1)	0.499	2.003
	Training (X2)	0.505	1981

3. Heteroscedasticity Test

The heteroscedasticity test also uses plot or scatter graphs. Here's a picture heteroscedasticity test results.

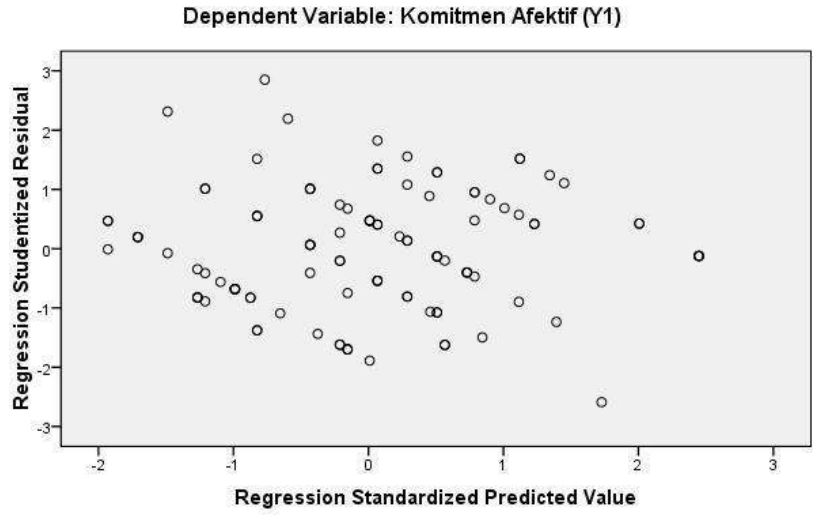
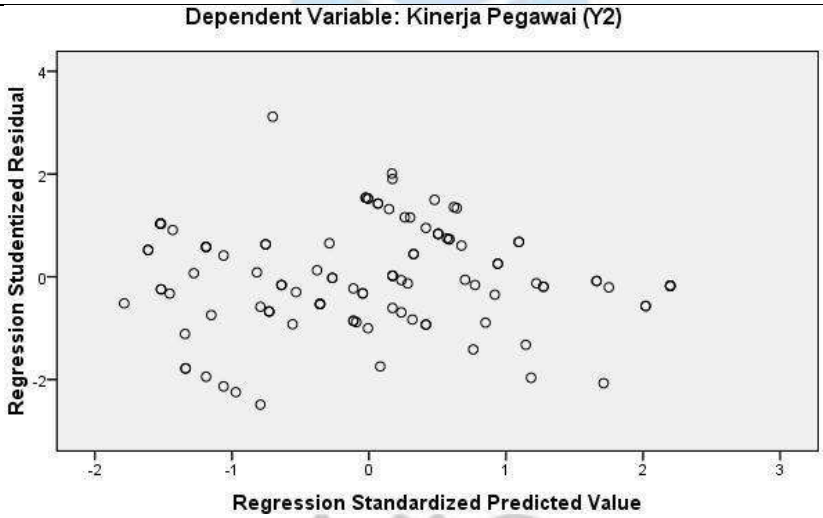
Line I	
Line II	

Figure 3 Heteroscedasticity Test Results (Tracks I and II)

In the picture above, it can be seen that there is no specific pattern because there are no spreading points above and below the 0 axis on the Y axis. It can be concluded that there are no symptoms of heteroscedasticity in Lines I and II.

4. Autocorrelation Test

This study uses the Durbin-Watson test which is seen in the following table which is presented in table 4.16.

Tabel 19 Autocorrelation test results

Model	Durbin-Watson values
Line I	2,043
Line II	1,771

Based on the tests that have been carried out, the Durbin-Watson test value for line I is obtained of 2.043. The value of dl = 1.654 and the value of du = 1.727 (K=2 and n= 111, in the attachment). The Durbin-Watson value for line I is between 2 and 4-du, namely 1.727 < 2.043 < 2.273, so it can be concluded that there is no autocorrelation in the regression model for line I.

Furthermore, the line II Durbin-Watson test value is 1.771. Value dl = 1.635 and value du = 1.746 (K=3 and n= 111, in the appendix). The Durbin-Watson value for line II is between 2 and 4-du, namely 1.746 < 1.771 < 2.254, so it can be concluded that there is no autocorrelation in the line II regression model.

4.6.3 Model Feasibility Test

1. The Influence of Organizational Culture and *Training* on Affective Commitment

a. Coefficient of Determination

The results of testing the coefficient of determination can be explained based on the following table:

Tabel 20 Test Results for the Coefficient of Determination (Path I)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.772 [a]	.597	.589	2.12835

a. Predictors: (Constant), *Training* (X2), Organizational culture (X1)
b. Dependent Variable: Affective Commitment (Y1)

The SPSS processing results table above shows that the adjusted R square or adjusted R 2 figure is 0.589. This means that organizational culture and training variables can explain the variation of the affective commitment variable by 58.9% while 41.1% is explained by other variables/factors outside the model studied.

b. F test

To carry out the feasibility test of the model, the F test is then carried out. The results of the F test can be explained as follows:

Tabel 21 F Test Results (Path I)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	723,692	2	361,846	79,880	.000 [a]
	residual	489,227	108	4,530		
	Total	1212919	110			

a. Predictors: (Constant), *Training* (X2), Organizational Culture (X1)
b. Dependent Variable: Affective Commitment (Y1)

The SPSS processing result table above shows that the calculated F value = 79.880 > F table = 3.08 (df1 = k = 2 and df2 = n – k – 1 = 111 – 2 – 1 = 108, □ = 0.05) seen in the appendix, with a significance number = 0.000 ⍁ = 0.05 (significant).adjusted R 2 and F test above, it can be concluded that the regression equation model (lane I) in this study is feasible to use.

2. The influence of organizational culture, training and affective commitment to employee performance a. Coefficient of Determination The results of testing the coefficient of determination can be explained based on the following table:

Tabel 22 Test Results for the Coefficient of Determination (Path II)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.802 [a]	.643	.633	1.60315

a. Predictors: (Constant), *Training* (X2), Organizational culture (X1), Affective commitment (Y1)
b. Dependent Variable: Employee performance (Y2)

The SPSS processing results table above shows that the adjusted R square or adjusted R 2 figure is 0.633. This means that the variables of organizational culture, training and affective commitment can explain variations in employee performance variables of 63.3% while 36.7% are explained by other variables/factors outside the model studied. b. F test To carry out the feasibility test of the model, the F test is then carried out. The results of the F test can be explained as follows:

Tabel 23 F Test Results (Path II)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	495,559	3	165,186	64,272	.000 [a]
	residual	275,000	107	2,570		
	Total	770,559	110			

a. Predictors: (Constant), *Training* (X2), Organizational culture (X1), Affective commitment (Y1)
b. Dependent Variable: Employee performance (Y2)

The SPSS processing results table above shows that the calculated F value = 64,272 > F table =2.69 (df 1 = k = 3 and df 2 = n – k – 1 = 111 – 3 – 1 = 107, ∏ = 0.05), with a significance value = 0.000 < ∏ = 0.05 (significant).adjusted R 2 and F tests above, it can be concluded that the regression equation model (lane II) in this study is feasible to use.

4.7 Hypothesis test

4.7.1 Hypothesis Testing of the Effect of Organizational Culture and Training on Commitment affective (Track I)

Testing the hypothesis of the influence of organizational culture and training on affective commitment can explained based on the following table:

Tabel 24 Regression Coefficient (Path I)

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	std. Error	Betas	t	Sig.
1 (Constant)	-3,186	1,769		-1,802	.074
Organizational culture (X1)	.713	.123	.439	5,811	.000
Training (X2)	.567	.100	.428	5,675	.000

1. Dependent Variable: Affective commitment (Y1) Source: Processed primary data, 2020 1. Hypothesis 1 (H1):

- Ho: □ 1 = 0: Organizational culture has no effect on affective commitment
- Ha: □ 1 > 0: Organizational culture has a positive effect on affective commitment

The SPSS processing results table above shows that the calculated t value of the effect organizational culture variable on affective commitment of 5.811 > t table = 1.659 (df = n – k – 1 = 111 – 2 – 1 = 108, ⊓ = 0.05, one -sided test) can be seen in the appendix, with a significance number = 0.000 < ⊓ = 0.05 (significant).

Based on the test above, hypothesis 1 (H1) that organizational culture has an effect positive effect on affective commitment is evident.

2. Hypothesis 2 (H2):

- Ho: □ 2 = 0 : *Training* has no effect on affective commitment
- Ha: □ 2 >0 : *Training* has a positive effect on affective commitment

Based on the table above, it can also be seen that the t value is calculated from the influence of the variable training on affective commitment of 5.675 > t table = 1.659 with a significance number = 0.000 < ⊓ = 0.05 (significant).Based on the test above, hypothesis 2 (H2) that training has a positive effect towards proven affective commitment.

4.7.2 Regression Analysis of the Effect of Organizational Culture and Training on Commitment affective (Track I)

Regression analysis of the influence of organizational culture and training on affective commitment can be explained based on the table. Based on the SPSS processing results table it can be seen that the regression coefficient (beta) or β 1 = 0.439 and β 2 = 0.428 so that the regression equation (path I) can be arranged as follows:

Y1 = β 1 X1+ β 2 X2+ e 1 So:

Y1 = 0.439 X1 + 0.428 X2 + e 1

Thus it can be seen the magnitude of each influence:

a. X1 ➐ Y1 or β1 = 0.439 (positive)

So that organizational culture (X1) has a positive effect on affective commitment (Y1). It can be said that the more understood the organizational culture, the higher the commitment affective.

b. X2 ➐ Y1 or β2 = 0.428 (positive)

So that training (X2) has a positive effect on affective commitment (Y1). It can be said that the more effective the training , the higher the affective commitment.

4.7.3 Regression Analysis of the Influence of Organizational Culture, Training and Affective Commitment to Employee Performance (Track II)

Regression analysis of the influence of organizational culture (X1), training (X2) and affective commitment (Y1) on employee performance (Y2) can be explained based on the SPSS results. Based on the table it can be seen that the regression coefficient (beta) or β 3 = 0.446, β 4 = 0.252 and β 5 = 0.180 so that the regression equation (lane II) can be arranged as follows:

Y2 = β 3 Y1 + β 4 X1+ β 5 X2 + e 2 So:

Y2 = 0.446 Y1+ 0.252 X1 + 0.180 X2 + e 2

Thus it can be seen the magnitude of each influence:

a. Y1 ➐ Y2 or β3 = 0.446 (positive)

So that affective commitment (Y1) has a positive effect on employee performance (Y2). It can be interpreted that the higher the affective commitment, the higher the employee's performance.

b. X1 ➏ Y2 or β4 = 0.252 (positive)

So that organizational culture (X1) has a positive effect on employee performance (Y2). It can be interpreted that the more understood the organizational culture, the higher the employee performance.

c. X2 ➏ Y2 or β5 = 0.180 (positive)

So that training (X2) has a positive effect on employee performance (Y2). It can be interpreted that the more effective the training , the higher the employee's performance.

4.7.4 Detecting / Testing the Effect of Mediation (Intervening) with the Sobel Method

1. Detecting the Effect of Affective Commitment in Mediating the Relationship between Organizational Culture and Employee Performance

Based on the data from the SPSS processing results in the table, the following is the result of calculating the effect of affective commitment in mediating the relationship of organizational culture to employee performance using the sobel calculator on www.danielsoper.com.

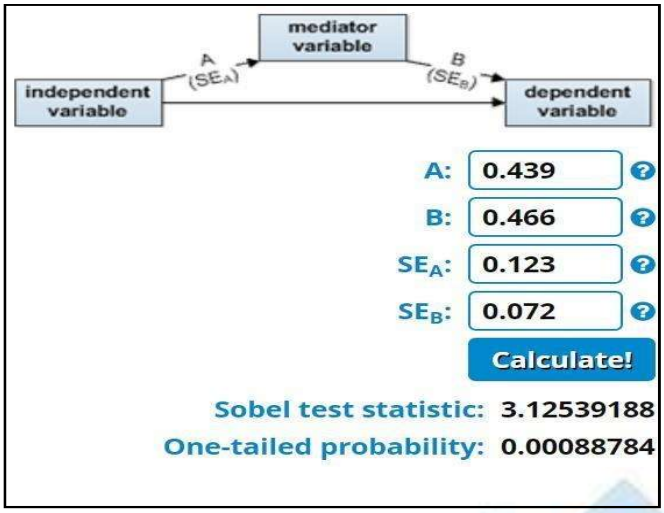
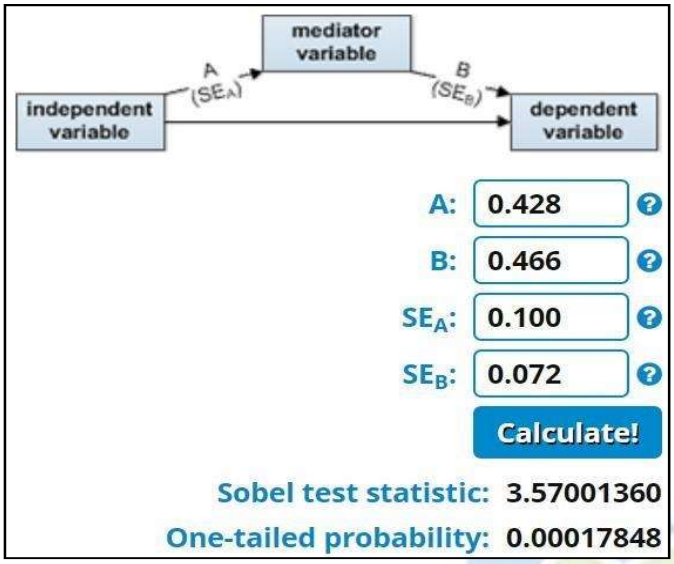


Figure 4 Sobel test results affective commitment in mediating influence Organizational Culture on Employee Performance

The results above show the value of One-tailed probability = 0.000 <0.05, so it can be concluded that there is a mediating effect of affective commitment between the influence of organizational culture on employee performance, so hypothesis 6 (H6) is proven.

2. Detecting the Effect of Affective Commitment in Mediating Relationships between *Training* and Employee Performance

Based on the data from the SPSS processing results in the table, the following is the result of calculating the effect of affective commitment in mediating the relationship of organizational culture to employee performance using the sobel calculator on www.danielsoper.com.



The results above show the value of One-tailed probability = 0.000 <0.05, so it can be concluded that there is a mediating effect of affective commitment between the effect of training on performance, so hypothesis 7 (H7) is proven.

Based on the hypothesis test above, it can be explained that the results of the analysis show that organizational culture has a positive (β1 = 0.439) and significant (t count = 5.811 > t table = 1.659, sig. = 0.000) effect on affective commitment, so that hypothesis 1 (H1) proven and can be interpreted that the more understood the organizational culture, the higher the affective commitment. This is in line with the results of research by Parra and Castillo (2013) who found that organizational culture is able to shape employee commitment. Pinho et al ., (2014) found that organizational culture as measured by cultural differences between members of the organization is the key to creating commitment within the company. Shim et al ., (2015) found that organizational culture as a culture that is developed, rational, and part of a group creates a good organizational climate so that employee commitment can be created properly.

Training has a positive (β2 = 0.428) and significant (t count = 5.675 > t table = 1.659, sig. = 0.000) effect on affective commitment, so hypothesis 2 (H2) is proven. This can be interpreted that the better the training is carried out, the higher the affective commitment. This is in line with Newman et al. (2011) found that training is able to encourage employees to build a commitment affectively, namely based on the feelings of employees when they are part of the organization. Yang et al. (2012) found that the importance of training in creating commitment to the organization.

Affective commitment has a positive (β3 = 0.446) and significant (t count = 5.123 > t table = 1.659, sig. = 0.000) effect on employee performance, so hypothesis 3 (H3) is proven and it can be interpreted that the higher the affective commitment, the higher the performance employee. The results of this study are in accordance with the results of research by Tsai et al ., (2010) who found that organizational commitment has a strong impact on improving employee performance. Kim and Brymer (2011) found that affective organizational commitment can foster extra employee performance and build superior and competitive performance. Fu and Deshpade (2014) found that employee commitment to the organization can produce significant employee performance. Gelderen and Bik (2016) found that organizational commitment is able to build extra performance roles and social performance from employees.

Organizational culture has a positive (β4 = 0.252) and significant (t count = 3.077 > t table = 1.659, sig. = 0.003) effect on employee performance, so hypothesis 4 (H4) is proven and it can be interpreted that the more understood organizational culture, the higher performance employee. The results of this study support the results of Stare's (2011) study which found that organizational culture can support good performance. Ahmad (2012) found that organizational culture drives employee performance in the organization. Murphy et al. (2013) found that organizational culture can significantly improve employee performance in an organizational unit. Shahzad et al ., (2013) found that organizational culture improves employee performance.

Training has a positive (β5 = 0.180) and significant (t count = 2.220 > t table = 1.659, sig. = 0.029) effect on employee performance, so hypothesis 5 (H5) is proven and it can be interpreted that the better the training is carried out, the better the performance employee. This is in line with the research results of Assem and Dulewics (2014) who found that training can improve employee performance. Sharma (2014) found that training has an impact on improving employee performance. Lloret, Sánchez and Hernández (2016) found that there is a significant positive effect of training on employee performance.

The results of the analysis of mediating variables using the Sobel test, on the variable affective commitment in mediating organizational culture on employee performance is the value of One-tailed probability = 0.000 <0.05, it can be concluded that the mediation coefficient is significant and means that affective commitment can mediate the influence of organizational culture on employee performance.

This proves hypothesis 6 (H6) that affective commitment as a mediating variable from the influence of organizational culture on employee performance is proven, the more organizational culture is understood, the higher employee performance mediates affective commitment. This is in line with the results of a study by Shim et al. (2015) found that organizational culture which includes group culture, and rationale participates in building employee commitment which in turn encourages employee performance in achieving organizational goals. Kurniasari, et al., (2018) found that commitment is able to mediate the influence of organizational culture on performance.

The results of the analysis of mediating variables using the Sobel test, on the affective commitment variable in mediating the effect of training on employee performance is the value of One-tailed probability = 0.000 <0.05, it can be concluded that the mediation coefficient is significant and means that affective commitment can mediate the effect of training on employee performance. This proves hypothesis 7 (H7) that affective commitment as a mediating variable from the effect of training on employee performance is proven, the more effective the training provided, the higher the employee performance by mediating affective commitment. This is in line with the results of research by Newman et al. (2011) research found that employees who have a good perception of training affectively so that employee performance can also be formed through this commitment. Kurniasari, et al., (2018) found that affective commitment is able to mediate the effect of training on performance.

4.7.5 List of Hypothesis

1. As of my last knowledge update in January 2022, I don't have specific information on any hypotheses related to Salaam Somali Bank. The formulation of hypotheses typically depends on the specific research objectives and questions that researchers aim to address in their studies.
2. If there are ongoing research projects or studies related to Salaam Somali Bank, the hypotheses would be defined by the researchers conducting those studies. These hypotheses could cover various aspects, such as financial performance, market positioning, risk management, customer satisfaction, or other relevant topics within the banking industry.

4.7.6 Hypotheses for Salaam Somali Bank

1. To find specific hypotheses related to Salaam Somali Bank, you may need to refer to research publications, reports, or official documentation released by the researchers, academic institutions, or the bank itself. These documents often outline the research questions and hypotheses guiding the study.
2. If Salaam Somali Bank has been the subject of academic research, you can check academic journals, research databases, or the official website of the bank for any published research papers or reports. Additionally, you may consider reaching out directly to the bank or the researchers involved in the study for more detailed information on the hypotheses being tested.

3. Keep in mind that the formulation of hypotheses can vary based on the research objectives and the focus of the study, so the specific hypotheses will depend on the nature of the research being conducted. For the most accurate and up-to-date information, it's recommended to check with the relevant research institutions, the bank, or the researchers conducting the study.
4. To find the specific hypotheses related to Salaam Somali Bank, you may need to refer to research publications, reports, or official documentation released by the researchers, academic institutions, or the bank itself. These documents often outline the research questions and hypotheses that guide the study.