

## The Influence of Organizational Culture, Situational Leadership and Emotional Intelligence on Organizational Commitment through Job Satisfaction at PDAM Tirta Ardhia Rinjani, Central Lombok Regency



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**ABSTRACT:** This research aims to analyze the influence of organizational culture, situational leadership and emotional intelligence on job satisfaction, analyze the influence of organizational culture, situational leadership and emotional intelligence on organizational commitment, analyze the influence of job satisfaction on organizational commitment, and analyze the influence of organizational culture, situational leadership and intelligence emotional impact on organizational commitment through job satisfaction. The sample in this research was 50 employees. The analysis technique uses path analysis. The results of the analysis show that Organizational Culture, Situational Leadership and Emotional Intelligence influence Job Satisfaction. Organizational culture and emotional intelligence influence organizational commitment. Transformational leadership has no effect on organizational commitment. Job satisfaction influences organizational commitment. Job satisfaction mediates the influence of organizational culture and emotional intelligence on organizational commitment. Job satisfaction does not mediate situational leadership on organizational commitment.

**KEYWORDS:** organizational culture, situational leadership, emotional intelligence, job satisfaction

### I. INTRODUCTION

Water is a source of life for living creatures, especially humans, who develop various basic human needs. Water is a primary need needed for daily needs such as drinking, cooking, bathing and industrial processing needs, so that the function of water is not only limited to carrying out economic functions, but also as a social function. Therefore, the availability of water in adequate quantity and quality is non-negotiable because it can result in conflicts over control and control of water resources. Regionally Owned Enterprises or abbreviated as BUMD are business entities whose capital is wholly or largely owned by the region. Regional Drinking Water Companies in this case are included in BUMD. Law Number 23 of 2014 concerning Regional Government. However, this Law does not discuss Regional Companies specifically, only sectorally. Because of this, the government issued Government Regulation Number 54 of 2017 concerning Regional Owned Enterprises to replace Law Number 5 of 1962 concerning Regional Companies, because it was considered too old and needed new rules or norms regarding Regional Owned Enterprises.

This arrangement requires Regional Companies to change their name to Regional Public Companies (Perumda) or Regional Limited Liability Companies (Perseroda). Regional Water Companies (PDAM) in this case tend to prefer Perumda. The highest organ of Perumda is not called the General Meeting of Shareholders (GMS) but the Capital Owners' Authority (KPM) or Regional Head. For the General Meeting of Shareholders (GMS) is the highest organ for Regional Liability Companies (Perseroda) Regional Heads as regional representatives can grant substitution rights to regional government officials. This is contained in Article 1 numbers 14 and 15 of Government Regulation Number 54 of 2017 concerning Regional Owned Enterprises (BUMD).

BUMD is a business entity whose capital is wholly or largely owned by the Region. BUMD was established with the aim of providing benefits for the development of the regional economy in general, providing public benefits in the form of providing quality goods and/or services to fulfill people's livelihood in accordance with the conditions, characteristics and potential of the region concerned based on Good Corporate Governance. The Drinking Water Regional Owned Enterprise (BUMD) is one of the organizers of the Drinking Water Supply System (SPAM), with duties and functions to fulfill quality, quantity, continuity (3K) in drinking water services for the community in accordance with applicable regulations/legislation. In the implementation of SPAM

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implementation carried out by BUMD Drinking Water, not all of them have been able to provide drinking water services that meet the 3K principles. District/City Government.

is obliged to prepare an annual performance report as an achievement of the Regional Medium Term Program Plan (RPJMD) with main performance indicators (IKU) or key performance indicators (KPI) in its duties to lead, direct, coordinate and control the implementation of regional government affairs in the drinking water sector, as well as assistance duties for guarantee drinking water services in the community through the performance of the Drinking Water Enterprise (BUMD) owned by the Regional Government. The expansion of the scope of drinking water supply services has not been able to fully keep up with the speed of population growth, this affects the quality of service, quantity and continuity of drinking water for the community.

Sustainable Development Goals (SDGs) or sustainable development, meeting the target of safe water for all communities or universal access has become one of the important development agendas in the world. Like other countries, the Indonesian Government has committed to realizing universal access to safe drinking water at affordable prices through the National Medium Term Development Plan released by the National Planning and Development Agency (Bappenas). In the National Medium Term Development Plan 2025 - 2029, the Government targets to achieve 100% access to safe drinking water by 2023.

In an effort to realize the target of achieving 100% access to safe drinking water by 2030, the government carries out performance evaluations every year. The results of the performance evaluation are the basis for assessing the performance of BUMD Drinking Water which is published every year by the Directorate of Drinking Water, Directorate General of Human Settlements, Ministry of Public Works and Public Housing. The performance assessment process for BUMD Drinking Water is carried out in collaboration between the Ministry of PUPR and the Financial and Development Supervisory Agency (BPKP) through the BPKP Representative Offices in each Province referring to the Memorandum of Understanding between the Ministry of PUPR and BPKP.

Tirta Ardhia Rinjani Regional Drinking Water Company (PDAM) is one of 389 Drinking Water BUMDs in Indonesia, which was established by the Central Lombok Regency Government in order to meet water needs in order to improve community welfare which includes social aspects, prosperity and public services in Central Lombok Regency. . Based on the 2022 Region IV BUMD Drinking Water performance evaluation book, Perumda Tirta Ardhia Rinjani was ranked 25th with a performance score of 2.83, which means HEALTHY performance.

**Table 1. Number of PDAM Tirta Ardhia Rinjani Customers by District in Central Lombok Regency (2020)**

No	Subdistrict	Amount
1	North Batukliang	1572
2	Batukliang	5472
3	Pringgarata	1939
4	Jonggat	2475
5	Central Praya	4603
6	Praya	15278
7	Kopang	4582
8	Janapria	2651
9	East Praya	3662
10	Pujut	4099
11	Southwest Praya	1919
12	West Praya	3494

**Source:** BPS, processed 2023.

Based on Table 1 in 2022, it can be explained that the Tirta Adhi Rinjani Regional Drinking Water Company (PDAM), Central Lombok Regency in 2022 has a total of 51,766 customers. The largest number of customers is Praya sub-district, followed by Batukliang sub-district, and the least is North Batukliang sub-district.

In terms of Human Resources (HR), with a commitment to providing clean water with quantity, continuity and quality of clean water, PDAM has no other choice but to always improve the professionalism of its human resources, both professionalism in the field of technology and in service. This requires increasing HR competency, which means improving the quality of HR by participating in continuous education and training programs.

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Human Resources (HR) are now increasingly playing a big role in the success of a private or state institution or company. Not a few companies or public or private organizations know that the human element in the company is able to provide practical benefits for the company. They produce strategies and updates in achieving the direction of a company. Therefore, HR is an important part of a company and is one of the most important elements in an organization. Human resources are assets that need to be considered to support the survival, effectiveness and competitiveness of the organization. Human resources or employees are the drivers of all activities within the company. Companies must be able to develop and explore the potential within employees. This potential can be utilized by the company to achieve its goals.

Achieving organizational goals has many important aspects in fulfilling them, including the element of leadership or leaders. If existing employees are not managed and directed well, they will not be able to achieve the goals they have set. Therefore, leaders have a method of leading in achieving organizational goals.

Effective leadership is able to influence its followers to have great optimism, self-confidence, and commitment to the goals and mission of the organization (Djakasaputra 2017). Situational leadership is a theory that focuses on followers. This approach focuses a lot of attention on employee characteristics, meaning that employees have different levels of readiness. People who have a low level of readiness due to little ability or training require a different leadership style from people who have a high level of readiness (Robbin, 2005). One of the duties of a leader is to pay attention to his employees by stimulating the enthusiasm of his colleagues and followers to see their work from several new perspectives. The success of a leader is greatly influenced by his leadership model, which includes leadership abilities and interactions with fellow leaders, the organization, and the environment. A leader's experience greatly influences the way decisions and policies are made in the company they lead. The success of a leader in moving other people to achieve a predetermined goal depends on authority and creating encouragement within each subordinate, colleague and superior of the leader himself. One of the duties of a leader is to pay attention to his employees by stimulating the enthusiasm of his colleagues and followers to see their work from several new perspectives. The success of a leader is greatly influenced by his leadership model, which includes leadership abilities and interactions with fellow leaders, the organization, and the environment. A leader's experience greatly influences the way decisions and policies are made in the company they lead. The success of a leader in moving other people to achieve a predetermined goal depends on authority and creating encouragement within each subordinate, colleague and superior of the leader himself.

Organizational culture is a behavior that contains values and norms to be followed and believed by organizational members. Organizational culture is an important aspect in an organization because it has an influence on organizational commitment. According to (Coutler, 2010:63) organizational culture is a set of values, principles, traditions and ways of working that are shared and influence the behavior and actions of organizational members.

Thus, in a strong organizational culture, the organization's core values are widely shared. The more members who accept the core values and the greater their commitment to the organization so that they can increase their high commitment to the company, they are also required to be able to control their emotions to face the possibility of a problem that will occur (Damaryanthi and Dewi, 2016). Employees with high emotional intelligence are said to be more committed to their organization (Rachmelya and Arna, 2017).

A company or organization really needs emotional intelligence from each of its employees, because a person's emotional intelligence can increase the level of employee job satisfaction (Mahdani et al., 2017). It is believed that a worker with high emotional intelligence will have great job satisfaction (Batool et al., 2017). Employees who have high emotional intelligence can be seen from their attitude of being quick to anger at other people's attitudes towards them, not rushing to complete work, but doing the work according to what has been planned, being proactive towards other people's ideas, and other attitudes (Robbins, 2008).

Job satisfaction is an individual thing because job satisfaction is the extent to which people like (satisfaction) or dislike their work (Spector, 1997: 2). Job satisfaction is an important and widely researched issue in the field of organizational behavior (Kowey, 2016). Satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied at work (Rivai and Sagala, 2010:51). Job satisfaction can be understood in terms of its relationship with other key factors, such as general well-being, stress at work, control at work, and working conditions (Tomažević et al., 2014).

Factors that must be considered in human resource management, both internal and external factors. PDAM Tirta Adhia Rinjani is one of the companies that continues to pay attention to human resources in order to achieve company goals and be able to compete in the global world. With good human resources, companies can solve problems. One of the problems that companies often face regarding human resources is how to maintain organizational commitment to the company.

Organizational commitment will have a positive impact on employee attitudes and behavior in achieving company goals (Yavuz, 2010). Regarding this, it can be said that organizational commitment is the level of a strong desire to remain in the organization,

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the desire to continue to try and work hard in accordance with the organization's goals, and this is very important for every employee to have in order to progress the company. Therefore, organizational commitment is an important factor that must be researched in companies, because organizational commitment will influence employee attitudes and behavior at work.

## **II. LITERATURE REVIEW**

### **A. Organizational Commitment**

Organizational commitment can generally be interpreted as an employee's attachment to the organization where the employee works. Herlina (2020) said that organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to remain as a member of the organization, a person's relatively strong identification and involvement with the organization and the desire of organizational members to maintain their membership in the organization by trying to work hard to achieve goals. organization. According to Wasito (2021) Organizational commitment will make workers give their best to the organization where they work, workers with high commitment will be more work-oriented. Workers who have high organizational commitment will tend to be happy to help and be able to work together. Variables are measured through six dimensions, namely: Emotionally attached, feeling, needs and desires, costs, trust and loyalty.

### **B. Job Satisfaction**

According to Azhari (2021), job satisfaction is an attitude that employees develop over time regarding various aspects of their work, such as wages, supervisory style and co-workers. One of the factors that influences the achievement of maximum performance is job satisfaction, for example school administrators feel satisfaction in their work so that an atmosphere full of togetherness will be created, having the same responsibilities, a good communication climate, and high work enthusiasm for optimal achievement (Rasyid and Tanjung, 2020). Job satisfaction is a feeling that supports or does not support an employee's self in relation to his or her work or personal condition, Mangkunegara (2017). Job satisfaction is an affective or emotional response to various aspects or aspects of a person's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects (Hasibuan, 2017: 202).

### **C. Organizational Culture**

According to Habeahan (2019), organizational culture is a form of assumptions held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment. The aim of implementing organizational culture is so that all individuals in the company or organization comply with and are guided by the value system, beliefs and norms that apply in the company or organization. Therefore, organizational culture can be interpreted by Safrijal (2021) as saying that school organizational culture is determined by shared orientations, which unite various areas of expertise and positions of school organizational personnel in a value system at different levels of depth and giving different identities.

### **D. Situational Leadership**

According to Veithzal (2014) leadership is a behavior with a specific aim to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is an important factor in determining the achievement of goals set by the organization. Meanwhile, according to Koonts (1990: 1) in Veithzal Rivai, leadership is a process of influencing a group of people so that they are willing to work seriously to achieve their group's goals. Leadership is the ability to influence, move and direct an action in a person or group of people to achieve certain goals in certain situations.

### **E. Emotional Intelligence**

Emotional intelligence is an important aspect of a person's personality, because emotional intelligence regarding an event object can influence the person's actions in reacting to himself and others. Emotional intelligence is often interpreted as a person's tendency to like or dislike an object they encounter. According to Goleman (2016:40) Emotional intelligence is a person's ability to control every activity or upheaval of thoughts, feelings, passions, every great mental state that is based on a healthy mind. A person's intelligence is to accept, assess, process and control the emotions of themselves and others around them. Processing emotions means understanding emotional conditions and must be linked to the situation at hand in order to have a positive impact. So emotions are the result of interactions between thoughts, physiological changes and behavior. According to Timothy (2015:70) emotional intelligence is a person's ability to assess emotions in oneself and others, understand the meaning of emotions, and regulate one's emotions regularly in emotional stability. Meanwhile, according to Tilomi (2011:76) high emotional intelligence will be very useful and have an impact on improving the quality of life so that life can provide unexpected value. The quality of life in question is someone who can interact with the life around him. Good emotional intelligence can make a person

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smart at adapting to new and different environments, so that the person can easily adapt to social interactions and their environment. Meanwhile, according to research by Hsieh et al. (2014) Emotional intelligence is an ability that includes 2 things to handle one's emotions and to deal with other people's emotions, which involves perception, understanding, inference, judgment, expression, regulation, motivation and reflection.

## **F. Hypothesis**

Based on the problem formulation and theoretical studies that have been stated previously, the hypothesis in this research is:  
H1: It is suspected that organizational culture, leadership style and emotional intelligence have a positive and significant effect on job satisfaction.

H2: It is suspected that organizational culture, leadership style and emotional intelligence have a positive and significant effect on organizational commitment

H3 : It is suspected that job satisfaction has a positive and significant effect on organizational commitment

H4: It is suspected that the influence of organizational culture, leadership style and emotional intelligence has a positive and significant effect on organizational commitment through job satisfaction.

## **III. RESEARCH METHODS**

### **A. Research Design**

This research uses a quantitative approach method. Quantitative means that the analysis is carried out on data in the form of numbers (Sugiyono, 2015). Meanwhile, it is said to be descriptive because the activity is in the form of collecting data in order to test hypotheses or answer questions that cover the ongoing situation of the subject of a research.

### **B. Population and Sample**

The population is the entire research subject. The population in this study were 50 employees at PDAM Tirta Adhi Rinjani Kabutapen Central Lombok. A sample is part of a population that has certain characteristics or conditions that will be studied (Riduwan, 2015: 56). The samples in this research were 50 employees of PDAM Tirta Adhia Rinjani, Central Lombok Regency.

### **C. Operational Definition of Variables**

- 1) Organizational Commitment is a behavior that can be used to measure and evaluate the strength of employees in carrying out their duties and obligations to the organization Muis (2018). Organizational Commitment is the implementation of values towards an organization that shows that individuals really think about and prioritize their work and organization.
- 2) Job satisfaction is the level of individual satisfaction that they receive adequate rewards from various aspects of the work situation of the organization where they work (Sembering, 2021).
- 3) Organizational culture is the attitudes and behavior of individuals who become human resources to achieve work productivity and have views that are in line with values, habits continue to become attitudes and behavior to achieve good individual work (Ali, 2022).
- 4) Situational Leadership is a leadership style that adapts to situations known as situational leadership. In implementing situational leadership, leaders must be able to build good relationships between leaders and employees (Vienthzal, 2014).
- 5) Emotional Intelligence is the basis of personal qualities such as realistic self-confidence, integrity, knowledge of one's own strengths and weaknesses, fortitude or toughness, self-motivation, perseverance and making friends easily. What can be concluded is that the basis of the individual's personal qualities (Ahiauzu, 2009).

### **D. Technique Data analysis**

The data analysis technique used in this research is path analysis. Path analysis is an extension of multiple linear regression analysis, path analysis is the use of regression analysis to estimate causal relationships between variables (causal) that have been previously determined based on theory. Arrows will show the relationship between variables.

## **IV. RESULTS AND DISCUSSION**

### **A. Hypothesis test**

The hypothesis testing method is carried out using path analysis, namely by using multiple regression and then filtering based on statistical tests and significance. This statistical test can be carried out using the standardized beta coefficient (standard  $\beta$ ). If the  $\beta$  value is significant, then the path coefficient is significant. Path coefficients that are not significant are discarded. A significant test can be carried out by comparing the significance of the paths. If the significance value of the path coefficient is less than 0.05 then the coefficient is considered significant. Conversely, if the coefficient significance value is greater than 0.05 then it is considered not

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significant. To see the influence of organizational culture, situational leadership and emotional intelligence on organizational commitment through job satisfaction, it is presented in the table below.

**Table 2. Summary of Results of Direct, Indirect, and Total Effect Analysis from Path Analysis**

Variable	Direct Effects	Prob	Indirect Effects	Total Effects
Organizational culture→Satisfaction	0.533	0,000	-	-
Situational Leadership→ Satisfaction	0.327	0.021	-	-
Emotional Intelligence→Satisfaction	0.638	0,000	-	-
Organizational culture→Organizational Commitment	0.402	0.004	-	-
Situational Leadership→Organizational Commitment	-0.074	0.607	-	-
Emotional Intelligence→Organizational Commitment	0.374	0.014	-	-
Satisfaction→Organizational Commitment	0.318	0.024	-	-
Organizational culture→Satisfaction→Organizational Commitment	0.402	-	(0.533 X 0.318) = 0.073	0.475
Situational Leadership→ Satisfaction→ Commitment Organizational	null	-	(0.327 X 0.318) = 0.014	0.014
Emotional Intelligence→Satisfaction→ Organizational Commitment	0.374	-	(0.638 X 0.318) = 0.202	0.576

**Source:** Data processed, 2024.

### 1) Hypothesis Test 1

Based on table 2, the beta coefficient value for organizational culture is 0.533 and the p value is 0.000, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that organizational culture has a significant effect on job satisfaction. The beta coefficient value of situational leadership is 0.327 and the p value is 0.021, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that situational leadership has a significant effect on job satisfaction. The beta coefficient value of emotional intelligence is 0.638 and the p value is 0.000, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that emotional intelligence has a significant effect on job satisfaction. Thus, the first hypothesis which states that organizational culture, situational leadership and emotional intelligence influence job satisfaction is statistically tested.

### 2) Hypothesis Test 2

Based on table 2, the beta coefficient value for organizational culture is 0.402 and the p value is 0.004, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that organizational culture has a significant effect on organizational commitment. The beta coefficient value of situational leadership is -0.074 and the p value of 0.607 is greater than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that situational leadership has no significant effect on organizational commitment. The beta coefficient value of emotional intelligence is 0.374 and the p value is 0.014, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that emotional intelligence has a significant effect on organizational commitment. Thus, the second hypothesis which states that organizational culture, situational leadership and emotional intelligence influence job satisfaction is statistically tested. Only situational leadership variables do not have a significant effect on organizational commitment.

### 3) Hypothesis Test 3

Based on table 2, the beta coefficient value for job satisfaction is 0.318 and the p value is 0.024, which is smaller than  $p = 0.05$  ( $\alpha = 5\%$ ), which means that job satisfaction has a significant effect on organizational commitment, so the third hypothesis states that job satisfaction The effect on organizational commitment has been statistically tested.

### 4) Hypothesis Test 4

Based on table 2, the analysis results show that job satisfaction has the status of an intervening variable that can mediate organizational culture variables, because the total influence value (0.475) is greater than the direct influence (0.402). Job satisfaction has the status of an intervening variable that can mediate situational leadership variables, because the total influence value (-0.06) is greater than the direct influence value (-0.074). Job satisfaction has the status of an intervening variable that can mediate the emotional intelligence variable, because the total influence value (0.576) is greater than the direct



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influence value (0.374). Thus, the fourth hypothesis states that organizational culture, situational leadership and emotional intelligence have an influence on organizational commitment through statistically tested job satisfaction. Based on the description of hypothesis testing, the path model in the analysis path is shown in the image below.

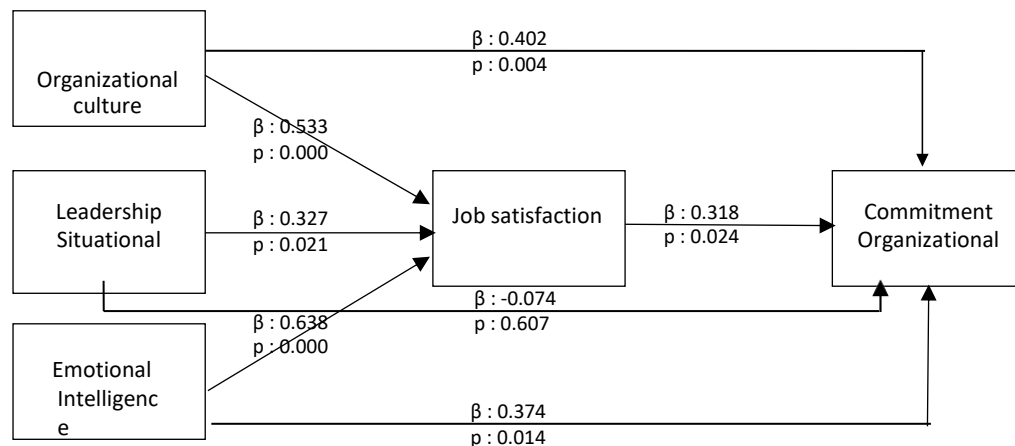


Figure 1. Path Analysis Results

### B. DISCUSSION

#### 1) The Influence of Organizational Culture, Situational Leadership and Emotional Intelligence on Job Satisfaction

Organizational culture influences job satisfaction. Which means that the better the organizational culture is implemented, the more job satisfaction will increase. Organizational culture plays a role in influencing the behavior of each individual. The results of this research are in line with research (Vebrianis et al., 2021) that organizational culture will increase employee satisfaction.

Situational leadership influences job satisfaction. This means that the leader has provided two-way direction and with explanations that are easy for employees to understand. Apart from that, employees are also involved in decision making and involved in providing ideas so that they feel they have a role in organizational activities, which has an impact on their satisfaction at work. The results of this research are supported by previous research (Mariam, 2009) which states that the influence of a good leadership style will create satisfaction for its members and will improve employee performance with all good arrangements and direction.

Emotional intelligence influences job satisfaction. This means that employees who have a high ability to regulate and control their emotions will also experience high satisfaction with their work. So work will feel light if someone has a high level of job satisfaction. The results of this research are commensurate with (Sutorobio et al., 2020). Emotional intelligence is an element that triggers individuals to be clever when using emotions. Regarding carrying out work tasks, emotional intelligence is related to job satisfaction as an emotional attitude that takes the form of loving work. If there is interference with emotional intelligence, it can make it difficult for employees to obtain job satisfaction. The relationship between emotional intelligence and job satisfaction means that there is good identification and management of emotions, as well as being able to create positive emotions during work and being able to position emotions at the right time. That way, positive emotions can create a person's satisfaction in carrying out a task (Selan et al., 2023).

#### 2) The Influence of Organizational Culture, Situational Leadership and Emotional Intelligence on Organizational Commitment

Organizational culture has no effect on organizational commitment. This means that the innovative, accountable and transparent organizational culture that exists at PDAM Tiara has not been able to facilitate the emergence of commitment to something greater than individual interests. So commitment within the organization is very necessary to be able to retain its employees (Robbins et al., 2008).

Situational leadership has no effect on the organizational commitment of PDAM Tiara employees. This means that leadership that provides direction in completing tasks, recognizes employees, leaders convey ideas or ideas so that employees know and implement these ideas cannot make employees have a commitment to the organization. However, in this study different results were found, where situational leadership had a negative but not significant effect. This means that leadership needs to be optimized and improved further. The results of this research are not in line with research conducted by (Hurnah, 2021),

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(Mawaddah, 2020), and (Rosdina, 2015) which concluded that there is a positive and significant influence of situational leadership on organizational commitment.

Emotional intelligence has no effect on organizational commitment. This means that employees who understand the emotions that occur to them and employees who can control their emotions cannot commit themselves to the organization even though the employee has good emotional stability. This is not in line with the results of research conducted by (Fatmawati et al., 2022), which states that the smarter you are at controlling your emotions, the higher your organizational commitment to remaining in the organization.

### **3) The Influence of Job Satisfaction on Organizational Commitment**

Job satisfaction influences organizational commitment, meaning that if PDAM Tiara employees are more satisfied, organizational commitment will be higher. This influence is caused by employees feeling satisfied with the salary they receive, gaining a lot of experience, and getting equal opportunities to develop their potential. Employees who have their basic needs met will show a high level of concern for the organization where they work, an indication of this is organizational commitment. This is supported by (Wibowo, 2013) stating that employees who get a higher level of job satisfaction tend to increase involvement and loyalty. Job satisfaction also has a close relationship with organizational commitment. Job satisfaction is the first aspect that is achieved before an employee has organizational commitment (Gunlu et al., 2010).

### **4) The Influence of Organizational Culture, Situational Leadership and Emotional Intelligence on Organizational Commitment through Job Satisfaction**

Job satisfaction is able to mediate the influence of organizational culture, situational leadership and emotional intelligence on organizational commitment. This means that PDAM Tiara employees receive basic needs such as salaries and wages that are sufficient to support their daily activities (Maslow, 1943). One of the factors causing job satisfaction is the relationship with superiors (supervision). Functional relationships reflect the extent to which superiors help workers to satisfy important work values. In line with the opinion of (Widianto, 2013) who states that situational leadership style is a form of action that is based on a relationship that provides mutual influence between the leader and employees on the direction given by the leader as well as instructions in carrying out work, and socio-emotional support from the leader. Apart from the situational leadership style which has an influence on organizational commitment, organizational culture also has an influence on organizational commitment. An organization's efforts to increase the organizational commitment of its employees cannot be separated from the organizational culture applied, where organizational culture is a guideline or basic assumption that a person applies in behaving in an organization. Increasing organizational commitment cannot be separated from employee satisfaction in working in the organization (Memon et al., 2020). When employees are comfortable with their work situation, employees will be more satisfied, which indirectly increases employee commitment to the organization (Siljanovska, 2022).

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **A. Conclusion**

Based on the results of the research and discussion carried out, the following conclusions can be drawn:

- 1) Influence Organizational Culture, Situational Leadership and Emotional Intelligence on Job Satisfaction
- 2) Organizational culture influences job satisfaction. Which means that the better the organizational culture is implemented, the more job satisfaction will increase. Organizational culture plays a role in influencing the behavior of each individual, the results of this research are in line with research (Vebrianis et al., 2021) that organizational culture will increase employee satisfaction, in line with
- 3) Situational leadership influences job satisfaction. This means that the leader has provided two-way direction and with explanations that are easy for employees to understand, apart from that, employees are also involved in decision making and involved in providing ideas so that they feel they have a stake in the activity.

### **B. Suggestions**

In connection with the matters described above, the following suggestions can be given:

- 1) The Influence of Organizational Culture, Situational Leadership and Emotional Intelligence on Job Satisfaction
- 2) Organizational culture influences job satisfaction. Which means that the better the organizational culture is implemented, the more job satisfaction will increase. Organizational culture plays a role in influencing the behavior of each individual, the results of this research are in line with research (Vebrianis et al., 2021) that organizational culture will increase employee satisfaction, in line with



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- 3) Situational leadership influences job satisfaction. This means that the leader has provided two-way direction and with explanations that are easy for employees to understand, apart from that employees are also involved in decision making and involved in providing ideas so that they feel they have a stake in the activity.

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