The Mediating Role of Job Satisfaction on the Influence of Organizational Culture, Leadership, Emotional Intelligence Towards ICARE-Performance at St. Carolus's Hospital

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Abstract

The purpose of this study is to examine how emotional intelligence, leadership, and organizational culture affect nurses' job happiness and performance. This study employed quantitative methodologies, including path analysis, process data analysis by Andrew Hayes including 135 respondents, and linear regression analysis techniques. According to research, Organizational Culture has a significant impact on ICARE-Performance but not on Job Satisfaction; Leadership has a positive and significant effect on Job Satisfaction but not on ICARE-Performance; Emotional Intelligence has a positive and significant impact on both Performance-ICARE and Job Satisfaction; Job Satisfaction has a positive and significant effect on ICARE-Performance; and Job Satisfaction mediates Leadership on ICARE-Performance but not Organizational Culture and Emotional Intelligence.

Keywords: *Organizational Culture, Leadership, Emotional Intelligence, Job Satisfaction, ICARE Performance*

INTRODUCTION

The level of competition in the market today is rising. To compete with and even surpass other companies, corporations or organizations must be able to enhance employee performance in order to achieve higher productivity in terms of quality and quantity. Employees or human resources are crucial to an organization's success in reaching its objectives.

Numerous experts have addressed various aspects of organizational performance. Colquitt, Jasson, et al. (2021) is one of these experts. In his book Behavior Organization, he states that numerous factors impact how effective employee performance is. A group of evaluations of employee behavior that both favorably and unfavorably affect the accomplishment of group and individual objectives is called performance (Colquitt, Jasson, et al., 2021). Similarly, Sarıköse & Göktepe (2022) stated that a person's performance is influenced by a number of significant elements, including their degree of education, solidarity, leadership, and assistance from the management.

The hospital setting's underlying "Caring Culture" (Ghanbari-Afra et al., 2022) will be internalized by nurses, the majority of whom belong to the millennial generation. This will have an impact on their readiness to carry out the hospital's primary duty of providing nursing care. In his book Theory of Human Caring, Devi et al. (2022) presents a theoretical argument that claims that, in order to safeguard and enhance the patient, nursing care providers and recipients must develop a caring relationship. This relationship will ultimately impact the patient's capacity to heal. Watson (2007) first proposed this theory.

Health services are a type of institution/organization that employs workers from different backgrounds, although at the moment, millennials make up the majority of employees in both public and private institutions. According to a survey conducted across many hospitals in Jakarta, millennials make up 60% of the nursing workforce, with the percentage of Generation Y employees in organizations currently ranging from 50% to 70% (Songka & SA Ides, 2022). This is further corroborated by the fact (O'Hara et al., 2019) that there is a growing requirement to satisfy the needs of the millennial population working in the nursing industry in the

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United States (Bittner, 2019). Behind this, nevertheless, are some less than ideal patient satisfaction survey responses about the conduct of nurses in various hospitals' care units (Hapsari et al., 2023). According to research Putra et al. (2021), nurses' compassionate demeanor has a significant impact on patients' levels of satisfaction.

St. Carolus's Hospital is a health service institution that has implemented a Caring culture which is implemented in the ICARE philosophy (an acronym for Integrity, Compassion, Assurance, and Respect), then the work performance of its employees is called ICARE-Performance (Alliance Team HR KAS-DIAS CB, 2019). Most of the nursing staff at this hospital are dominated by the millennial group (generation Y) who live in the digital era and have certain characteristics (Wise & Church, 2022). The results of the evaluation of nurses' performance on ICARE-Performance are still not optimal. If left unchecked, this condition will have a negative impact, especially on customer satisfaction considering that this group's working period is still quite long.

In an effort to ascertain the determinants influencing the caliber of nursing performance among millennials, scholars intend to establish correlations between job satisfaction, leadership and emotional intelligence, and organizational culture. Multiple scholars, including (Muis, 2018), (Rivai, 2020), (Insan & Masmarulan, 2021), (Nurhasanah et al., 2022), and (Afianto & Surya Wuisan, 2023), assert that organizational culture has a substantial and favorable impact on employee performance, as supported by their respective research findings. The job satisfaction of nurses in hospitals was found to be significantly correlated with the leadership style of the operating room manager (Eneng Wiliana, 2020; Fitriiyanti, 2020). The study conducted by Kim and Park (2022) revealed a correlation between Emotional Intelligence and performance. Similarly, a study conducted by Mira (2019) revealed a positive correlation between the job satisfaction of employees and their performance.

Multiple studies presented above provide empirical evidence that the interplay and correlation between job satisfaction, emotional intelligence, organizational culture, and leadership impact performance to varying degrees of significance and impact. The aforementioned research gap presents an opportunity for scholars to conduct investigations centered on the cohort of millennial nurses employed at St. Carolus. This cohort was exposed to a nurturing culture, which they further developed into the ICARE framework (integrity, compassion, respect, and embrace innovation). Thus far, the evaluation of nurses' performance at St. Carolus has been conducted utilizing indicators comprising Embrace Innovation, Integrity, Compassion, and Respect (ICARE). This research is novel in that it concentrates on the millennial cohort of nurses whose performance is evaluated using ICARE. With ten hypotheses, the purpose of this study is to examine the impact of organizational culture, leadership, and emotional intelligence on job satisfaction and performance as measured by ICARE.

LITERATURE REVIEW

According to Colquitt et al. (2021), the integration of various factors including organizational culture, leadership, and emotional intelligence directly influences job satisfaction, which in turn influences performance.

Millennial Generation

As the new millennium approaches, the generation born between 1981 and 1996 is referred to as the Millennial generation or Generation Y. Additionally, they are referred to as the Nexters, Nexus Generation, Net Generation (NetGen), Screenagers, Google Generation, Digital Natives, and Melting Pot. This cohort was brought up during the digital age and is characterized by the following qualities: optimism, cooperation, teamwork, trustworthiness, acceptance of authority, adherence to rules, intelligence, simplicity of thought, self-assurance, achievement orientation, and a combination of positive and negative attributes. Nevertheless, they desire recognition and, due to their inventive and creative disposition, wish to make a positive contribution to society. They eagerly embrace work wherever it presents an opportunity and a test of their development. They desire for their place of employment to be lively and harmonious.

The millennial generation exhibits a variety of stress management strategies, including engaging in enjoyable activities outside the workplace and maintaining a positive attitude. It has been suggested that the millennial

generation is less tolerant of conflict than preceding generations, despite the fact that they are open to exploring the situation rather than taking anything for granted (Saikia, 2020).

Similarly, millennial nurses have extremely ambitious educational aspirations, place a premium on professional development and dedication to the job, and exhibit loyalty to coworkers. At present, the health services industry is under the predominant influence of millennial employees, who introduce novel dynamics that were absent in prior generations (Wise & Church, 2022).

Job Performance

According to an authority on organizational behavior, Colquitt, performance is formally defined as the means by which employees utilize their creative abilities to further the objectives of the company or organization, either in a positive or negative manner (Colquitt, Jasson, et al., 2021). Individuals who are satisfied with their jobs may be more motivated to work harder and, consequently, produce superior results (Spector, 2022). The notion that employees whose performance quality varies will be those with a lengthy tenure and work experience acquired externally or during their employment was additionally underscored (Cabarcos, 2022).

Organizational Culture

Organizational culture is the collective social knowledge pertaining to the regulations, standards, and principles that influence the conduct and mindset of personnel (Colquitt, Jasson, et al., 2021). Consistent with the findings of Luthans et al. (2021), organizational culture is characterized by discernible patterns in climate, conduct, standards, prevailing values, philosophy, and regulations. The appreciation of these values varies among employees. Moreover, organizational culture is a system of shared values and beliefs that affect employee conduct, according to DuBrin (2019). Although organizational culture is often regarded as a malleable notion, culture as a whole is quite resilient. A company that possesses the appropriate organizational culture may experience strategic benefits.

A hospital's organizational culture regulates the conduct of health workers, including nurses, in their interactions with one another and with other hospitals. It serves as a reference or guideline for such conduct. Hospitals, like all other service institutions and organizations, possess a distinct and particular organizational culture that sets them apart from one another. As a result, it is essential that all elements of hospital administration comprehend organizational culture as a manual for conduct in the workplace (Rivai, 2020).

Leadership

According to Colquitt, leadership can be described as the application of authority and impact to guide individuals toward the accomplishment of objectives, dedication, and collaboration. A leader's proficiency in nursing administration is predicated upon a fusion of professional and clinical competencies. Leadership is an intricate notion that encompasses a multitude of action processes and the evolution of diverse leadership styles. Organizationally, it serves a critical function (Colquitt, Jasson, et al., 2021). According to Qolquitt, leadership can be defined as the ability of an individual to exert control over the conduct or perspectives of others. In order to facilitate the attainment of organizational objectives and inspire commendable performance from their subordinates, leaders employ diverse leadership styles contingent upon the circumstances (Biloa, 2023). In addition, the complexity of leadership, which is defined as a framework for empowering individuals and organizations to be adaptable, is highlighted (Uhl-Bien et al., 2020). This perspective underscores the notion that leaders do not function as directive top-down executors, but rather as collaborators who cooperate to enhance the system's overall adaptability.

Emotional Intelligence

As stated in Wikipedia, Emotional intelligence (EI) refers to an individual's capacity to perceive, employ, comprehend, regulate, and resolve emotions. Individuals who possess a high level of emotional intelligence are capable of identifying both their own and others' emotions, utilizing emotional data to inform decision-making and conduct, distinguishing between distinct emotions and appropriately labeling them, and regulating emotions in response to environmental cues (Wikipedia, 2024).

Emotional intelligence, as defined by Goleman (2017), encompasses the capacity to regulate one's emotions and motivate oneself and others, maintain composure in the face of adversity, transcend primal impulses and transient gratifications, handle reactive moods, and demonstrate empathy. Emotional control influences the ability to make sound judgments that do not cause harm to any parties. Moreover, according to Goleman (2017), emotional intelligence pertains to an individual's capacity to regulate their emotions. Emotional intelligence is evaluated based on the following five factors: the capacity to identify and regulate one's own emotions, motivation, empathy, and aptitude for fostering interpersonal connections. Added by (Galal et al., 2023), who emphasized that mastery of emotional intelligence is essential at the topmost level of leadership, which enjoys the greatest level of employee trust.
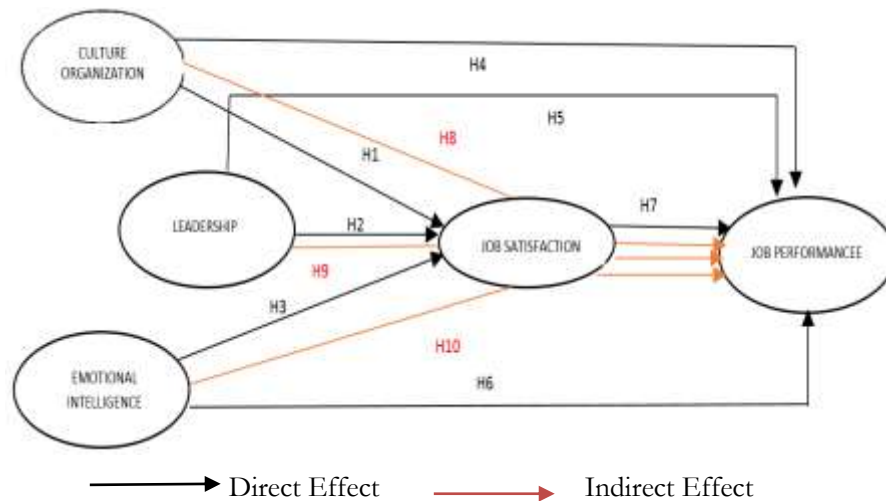
Job Satisfaction

In general, job satisfaction can be defined as an individual's sentiments regarding their occupation, which involve evaluating the distinctions between the tasks they perform and the sentiments of approval or disapproval that generate such contentment. Attitude defines job satisfaction. Therefore, it serves as an indicator of individuals' perceptions regarding the job, whether positive or negative (Spector, 2022). Similarly, job satisfaction is a composite sentiment expressed by individuals regarding their work (Robbins & Judge, 2019). It serves as an indicator of the discrepancy between the level of recognition they actually receive and the quantity they believe they ought to receive. Employment satisfaction, according to Colquitt, is a positive affective state induced by the assessment of one's occupation. When contemplating their duties or engaging in task-related activities, personnel who possess elevated levels of job satisfaction encounter feelings of positivity. Colquitt, Jasson, et al. (2021) found that personnel who have low levels of job satisfaction persistently dwell on their assigned duties and have negative experiences.

Job satisfaction is an individual's psychological state characterized by their sentiments and attitudes towards various intrinsic and extrinsic factors associated with their work and the organization they are employed by. In other words, it encompasses their emotions and attitudes towards a wide range of work-related aspects. Chaulagain et al. (2023) delineate aspects of job satisfaction that encompass compensation, advancements, employee perks, work environment, oversight, and interpersonal connections.

RESEARCH METHODOLOGY

To determine how exogenous variables (leadership, emotional intelligence, and organizational culture) affect endogenous variables (performance), with job satisfaction serving as a mediator, quantitative analysis was utilized in this study. The questionnaire-based survey results were analyzed utilizing Path Analysis and data analysis techniques implemented in process (Hayes, 2012) in order to ascertain the function of mediating variables. The processing was conducted using Excel and SPSS version 26. Using purposive and snowball sampling techniques, 135 respondents out of 267 millennial nurses participated in the study conducted at St. Carolus from December to April 2023.

Framework for Thinking and Hypothesis

Direct Effect ——→ Indirect Effect

The hypothesis raised is:

H_1: *Organizational culture has a direct effect on job satisfaction.*

H_2: *Leadership has a direct effect on job satisfaction.*

H_3: *Emotional Intelligence has a direct effect on Job Satisfaction.*

H_4: *Organizational culture has a direct effect on performance.*

H_5: *Leadership has a direct effect on performance.*

H_6: *Emotional Intelligence has a direct effect on performance.*

H_7: *Job satisfaction has a direct effect on performance.*

H_8: *Organizational culture has an indirect effect on performance through job satisfaction.*

H_9: *Leadership has an indirect effect on performance through job satisfaction.*

H_{10}: *Personal emotional intelligence has an indirect effect on performance through job satisfaction.*

RESEARCH RESULTS

The model for multiple regression analysis is employed to derive regression coefficients that ascertain the acceptance or rejection of the formulated hypothesis. The findings of this analysis pertain to the impacts of the following variables on Job Satisfaction (Y): organizational culture (X1), leadership (X2), and emotional intelligence (X3). The outcomes of the regression analysis conducted are presented in the subsequent table.

Table 1. Recapitulation of multiple linear regression analysis.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	25.759	1.857		13.869	.000
Culture Organization	.006	.042	.010	.143	.886
Leadership	.549	.037	.878	14.694	.000
Emotional Intelligence	-.092	.042	-.134	-2.183	.031
a. Dependent Variable: Job Satisfaction					
Significance Level: 0.000					
Adjusted R Square: 0.251					
e1: Variable error path coefficient: $\sqrt{(1\text{-R Square})}$: $\sqrt{(1-0.251)} = 0.86544$					

Through multiple regression analysis, the outcomes of the t-test with job satisfaction as the dependent variable are evident, as shown in Table 1. H1 is rejected because the calculated t for the organizational culture variable is 0.143, which is less than the critical t value of 1.657 from the t table and has a significance value of 0.886 >

0.05. This indicates that the impact of organizational culture on job satisfaction is marginally positive. The t count for the Leadership variable is 14,694, which is greater than the critical value from the t table (1.657) by 0.000 (< 0.05). As a result, H2 is accepted. This indicates that leadership has a substantial and favorable impact on employee satisfaction. The significance value for the Emotional Intelligence variable is 0.031 (< 0.05), and the t count for it is -2.183 (≤ 1.657) according to the t table. Therefore, H3 is accepted. Thus, emotional intelligence influences job satisfaction in a substantial and consequential way. Concurrently, the impacts of leadership, organizational culture, and emotional intelligence exhibit a substantial influence, as evidenced by their respective R Square values of 0.251 and a significance level of 0.000 (< 0.050). Leadership holds the most significant influence among the three, with a value of 14,694. The multiple regression results are represented by the structural equation Y = 25.759 + 0.006X1 + 0.549X2-0.092X3 + 0.86544.

In the next analysis, multiple linear regression analysis was carried out on the influence of the organizational culture variable (X1), the Leadership variable (X2), and the Emotional Intelligence variables (X3) and Job Satisfaction (Y) on ICARE-Performance (Z) which can be seen in the following table:

Table 2. Recapitulation of multiple linear regression analysis.

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	15.147	.915		16.561	.000
CULTURE ORGANIZATION	-.035	.013	-.316	-2.708	.008
LEADERSHIP	-.035	.019	-.303	-1.821	.071
EMOTIONAL INTELLIGENCE	.050	.014	.392	3.667	.000
JOB PERFORMANCE	.052	.027	.284	1.900	.060
a. Dependent Variable: ICARE- PERFORMANCE					
Significance Level: 0.003					
Adjusted R Square: 0.091					
e2: Variable error path coefficient: V (1-R Square): V (1- 0.091) = 0.95341					

Analysis of the indirect influence between variables is presented in the following table:

Table 3. Hayes bootstrapping results indirect influence of organizational culture, leadership, emotional intelligence on performance-ICARE through job satisfaction.

Variable	Direct effects	Indirect effects	Significance (P)	Boot LLCI	Boot ULCI
Culture Organization	- 0.0142	0.0030	0.1110	- 0.0054	0.0138
Leadership	- 0,0458	0.0305	0.0085	0.0049	0.0549
Emotional Intelligence	0.0190	- 0.0014	0.0941	- 0.0079	0.0040

Multiple regression analysis was performed in accordance with Table 2. (1) H4 is accepted because the t count for the Organizational Culture variable is -2.808% (0.050) according to the t table, or 1,657, and the significance value is 0.008 (0.050). This indicates that the ICARE Performance of millennial nurses at St. Carolus Hospital is significantly and significantly impacted by organizational culture. H5 is rejected because the t count for the Leadership variable is -1.821, which is less than the critical value of 1.657 from the t table, and the significance value is 0.071, which is greater than 0.05. Regarding the impact of leadership on the ICARE performance of millennial nurses at St. Carolus Hospital, this finding is insignificant and lacks effect. (3) The t count of 3,667 for the Emotional Intelligence variable is greater than the critical value from the t table (1.657), and the significance value is 0.000 (< 0.050); therefore, H6 is accepted. This indicates that the ICARE Performance of millennial nurses at St. Carolus Hospital is substantially and significantly impacted by Emotional Intelligence. (4) H7 is accepted (using the t value) because the t count for the job satisfaction variable is 1,900, which is greater than the critical value from the t table (1.657) and has a significance value of 0.060 (> 0.05). This indicates that the relationship between job satisfaction and ICARE performance among millennial nurses at St. Carolus Hospital is substantial and noteworthy. Z = 15.951 - 0.035 X1 - 0.035 X2 + 0.050 X3 + 0.052 Y + 0.95341 is the statistics equation for multiple regression.

The validation of the mediation hypothesis can be accomplished by employing the Process bootstrapping analysis method, as described in Table 3, which was devised by Hayes (2012). (1) The effect of Job Satisfaction

as an intermediary variable between Organizational Culture and Performance-ICARE is 0.0030, which is not statistically significant (P = 0.1110, > 0.050); therefore, H8 is rejected. Alternatively stated, the impact of organizational culture on ICARE-Performance is not mediated by job satisfaction. Because Job Satisfaction exceeds zero and its BootLLCI and BootULCI values fall within the range of -0.0054 to 0.0138, it is incapable of mediating. (2) The significance of the indirect effect of Leadership on Performance-ICARE via Job Satisfaction is established by a P value of 0.00085 (< 0.050), which is equal to 0.0305. The H9 is therefore approved. In other words, leadership has the ability to impact ICARE-Performance via job satisfaction. The mediating role of Job Satisfaction is supported by the BootLLCI and BootULCI values falling within the range of 0.0049 to 0.0549, indicating that they do not surpass 0. (3) H10 is denied on the basis of the significant indirect effect of Emotional Intelligence on ICARE-Performance via Job Satisfaction (-0.0014, P = 0.0941 > 0.050). Put simply, the impact of job satisfaction on ICARE-Performance in relation to emotional intelligence is negligible. Job Satisfaction is incapable of mediating due to the fact that both the BootLLCI and BootULCI values fall within the range of -0.0079 to 0.0040, which is greater than 0.000.

DISCUSSION

The discussion of the research results provides an explanation of the research model that was built, namely the Influence of Organizational Culture, Leadership, and Emotional Intelligence on Millennial Nurses' ICARE Performance through Job Satisfaction. The results of the structural model will be explained conceptually and empirically regarding the relationship between the factors used in building this research model.

The Influence of Organizational Culture on Job Satisfaction

Job satisfaction is not significantly impacted by organizational culture, according to the findings of this study. Contrary to (Hayajneh et al., 2021), which indicates that organizational change has a significant positive correlation with job satisfaction, the findings of this study are consistent with (Paais & Pattiruhu, 2020) that organizational culture has a negligible positive impact on employee job satisfaction. The assumptions of Organizational Culture researchers, which are consistently expressed by hospital administrators, may be internalized and experienced on a daily basis in the workplace and in social interactions; however, they lack empirical support.

The Influence of Leadership on Job Satisfaction

Consistent with the findings of several studies (Al-Owaidi et al., 2023; Srivastava & Mohaley, 2022; Siagian & Khair, 2018; Prahasti & Wahyono, 2018; Paais & Pattiruhu, 2020; Specchia et al., 2021); that which concluded that the comfort and satisfaction of nurses are influenced by the leadership style that is implemented in the nursing profession, leadership positively affects job satisfaction. A servant leader is more suitable for clinical administration of Millennial nurses, according to (Faller and Gogek, 2019), because he or she prioritizes employees and encourages their development and success. It can be concluded, based on the preceding description, that leadership significantly influences employee job satisfaction. Leaders bear the onus of ensuring employee satisfaction and organizational success.

The Influence of Emotional Intelligence on Job Satisfaction

Emotional intelligence has a substantial and influential impact on job satisfaction, according to research findings (Galal et al., 2023; Soliman, 2022; Xue Li et al., 2021). This is consistent with the findings of studies (Dewi, 2020) which indicate that emotional intelligence positively influences job satisfaction. A similar conclusion was reached by a researcher at a commercial bank in Saudi Arabia (Alsughayir, 2021). In contrast, a study conducted by Filatrovi et al. (2018) found no significant relationship between emotional intelligence and work well-being, as measured by job satisfaction. Suwaidi (2022), an authority on the emotions of nursing and nursing administrators, underscored the criticality for nurses to enhance their emotional intelligence during routine interactions, despite the relatively satisfactory level of emotional intelligence observed among the nursing staff. As with organizational culture, the researcher's hypotheses concerning the outcomes of this study, Emotional Intelligence conducted at St. Carolus, are well understood; therefore, it influences job satisfaction in the nursing profession. A positive mood, characterized by feelings of delight, calm, and intense joy, has been found to positively correlate with an individual's job satisfaction (Goleman, 2017).

The Influence of Organizational Culture on ICARE Performance of Millennial Nurses

Consistent with the conclusions reached by Nurhasanah et al. (2022), Zacharias et al. (2021), Insan and Masmarulan (2021), and Chen (2021) regarding the substantial impact of organizational culture on employee performance, the research findings indicate that ICARE performance is positively and significantly influenced by organizational culture. The work performance of nurses is influenced by the conditions at St. Carolus, where the organizational culture that millennial nurses have internalized is experienced on a daily basis.

The Influence of Leadership and ICARE Performance of Millennial Nurses

The research findings indicate that the impact of leadership on ICARE performance is both negative and statistically insignificant. Consistent with previous research (Paais & Pattiruhu, 2020), these findings support the conclusion that leadership has no effect on performance. The findings of this study are in opposition to the research of (Buil, 2019), (Fitriiyanti, 2020), and (Biloa, 2023), which posits that employee performance is influenced by leadership style. This is consistent with the findings of Eslamdoust and Mahmoudinazlou (2023), who concluded that the servant leadership style has a positive effect on work performance at all organizational levels. In contrast to the circumstances at St. Carolus, unit heads and superiors who employ diverse leadership styles make an effort to effectively mobilize their subordinates (millennial nurses). For instance, clinical meetings are consistently conducted during each change of service. During these meetings, ship supervisors and personnel in command offer guidance prior to engaging in further interactions with patients, families, and other health teams. Notwithstanding this, the performance exhibited by millennial nurses was unaffected by the endeavors of their superiors. Based on the aforementioned explanation, the researcher hypothesizes that the performance of nurses at St. Carolus is influenced by numerous additional variables.

The Influence of Emotional Intelligence on the ICARE Performance of Millennial Nurses

According to the findings of the study, Emotional Intelligence significantly and positively affects ICARE Performance. Similarly, the impact of Emotional Intelligence on performance amidst the COVID-19 pandemic was investigated (Alonazi, 2020). It was determined that a positive and substantial impact existed; however, this did not align with the results reported by Dewi (2020). Pirvu posits that "Emotional Intelligence constitutes a pivotal determinant of a sustainable business" (Pirvu, 2020). It has long been acknowledged that emotional intelligence is a crucial component of nursing practice. When attending to patients and their families who are afflicted with complexities, nurses frequently encounter situations that amplify their emotions. The influence of emotions on the relationships and communication among nurses, patients, and families is significant. Presently, nursing is undergoing a technological revolution. For a harmonious nurse-patient relationship to develop, an equilibrium must be established between rational and emotive rationality. Emotional intelligence influences each nursing intervention. Individuals who possess high emotional intelligence seem more sanguine due to their enhanced capacity to comprehend, control, and influence their own emotions. The significance of emotional intelligence in nursing practice is highlighted in this article (Castelino & Mendonca, 2021). Consistent with the demographics of the nursing participants in this research, the majority of respondents (58.5%) were between the ages of 25 and 30, and the longest tenure of employment (39.3%) spanned from 0 to 5 years. Despite the fact that the mean age of nurses is young adults, they are capable of appreciating their position by effectively regulating their emotions, a skill that significantly influences their daily performance as nursing practitioners.

The Influence of Job Satisfaction on ICARE Performance of Millennial Nurses

The findings of this study indicate that ICARE Performance is positively and significantly impacted by job satisfaction. This is consistent with the research conducted by Al-Otaibi (2020), which demonstrated a robust correlation between employee performance at Dawadami Hospital and job satisfaction. Similarly, (Ismainar et al., 2021) and (Asadollah Khadivi, 2019) discovered that job satisfaction was the most significant factor affecting the performance of hospital nurses. This finding is consistent with the research conducted by Baluyos et al. (2019), which examined the level of satisfaction that teachers had with their own performance. Additionally, according to (Riyadi, 2019), employee performance is significantly and positively impacted by job satisfaction.

In contrast, respondents were generally very satisfied with their employment, which had no significant correlation with job performance (Cortez et al., 2021). The provision of amenities by St. Carolus that enhance the job satisfaction of nurses yields a favorable influence on their demonstrated work behavior (performance). Based on the analysis conducted by the researchers, this phenomenon can be attributed to the conduct of millennial nurses, who are motivated by their own sense of job satisfaction and the belief that they are deserving of that satisfaction. Their performance, as evaluated through the patterned ICARE standards, is influenced by this perception. According to the findings of (Kim & Park, 2022), emotional intelligence, nursing career, communication skills, work tension, and job satisfaction are all factors that impact nursing performance.

Indirect Influence of Organizational Culture on ICARE Performance of Millennial Nurses through Job Satisfaction

H8 is rejected due to the insignificance of the indirect effect of Organizational Culture on ICARE performance via Job Satisfaction (0.0030) at P = 0.1110 (> 0.050). Alternatively put, the impact of organizational culture on ICARE-Performance is limited to its indirect influence via job satisfaction. Job satisfaction failed to function as a mediator. Consistent with (Bagis and Kusumo, 2021), the findings of this study indicate that employment satisfaction does not serve as a mediator between employee performance and organizational culture. However, the findings of this study contradict the one of Nurhasanah et al. (2022), which suggests that job satisfaction acts as a mediator between organizational culture and job satisfaction. The organizational culture researchers' assumptions have been ingrained in nurses through the implementation of ICARE, as job satisfaction influences work performance among millennial nurses only indirectly, despite the fact that this relationship is mediated by job satisfaction.

Indirect Influence of Leadership on ICARE Performance of Millennial Nurses through Job Satisfaction

With a significance level of 0.0085 (< 0.050), the indirect impact of leadership on ICARE performance via job satisfaction is determined to be 0.0305. H9 is therefore deemed acceptable. Alternatively stated, job satisfaction may serve as a conduit through which leadership can impact performance. As the BootLLCI and BootULCI values fall within the range of 0.0049 to 0.0549, Job Satisfaction is capable of mediating. Job satisfaction cannot serve as a mediator between leadership style variables and performance variables, contrary to the findings of this study (Siagian & Khair, 2018). According to (Aswad et al., 2023), transformational leadership impacts performance via job satisfaction. The findings of this study are consistent with this assertion. It is abundantly evident that the policies and working conditions at St. Carolus effectively address the concerns and requirements of the nursing staff. Leadership involves the endeavor to inspire and incentivize subordinates to prioritize trust in others, generate innovative ideas, and implement thought patterns in their behavior. A significant impact on nurse performance has resulted from the implementation of the aforementioned leadership pattern by hospital administration. Through its function as a mediator, job satisfaction has contributed to the significant and influential nature of the relationship between leadership and ICARE-performance.

Indirect Influence of Emotional Intelligence on ICARE Performance of Millennial Nurses through Job Satisfaction

By considering the significant level of P = 0.0941 (> 0.050), the indirect effect of Emotional Intelligence on ICARE performance via Job Satisfaction is -0.0014; therefore, H10 is rejected. Thus, job satisfaction does not exert an influence on ICARE-Performance in relation to emotional intelligence. The BootULCI and -0.0079 values of Job Satisfaction indicated that it was not capable of mediating the relationship. Contrary to the findings of Nurhasanah et al. (2022), It is emotional intelligence that indirectly affects employee performance via job satisfaction, as demonstrated by Naqvi and Siddiqui (2023), Fahira and Yasin (2021), and Nurhasanah et al. (2022).

It can be concluded, based on the findings of the aforementioned research analysis, that the performance of millennial nurses at St. Carolus is not influenced by their Emotional Intelligence; as such, job satisfaction cannot function as a mediator. Similar to how organizational culture influences millennial nurses' work behavior,

Emotional Intelligence comprises self-awareness, social skills, empathy, and concern for others. Similarly, nurses' job satisfaction has been adequately satisfied, which diminishes the significance of job satisfaction in the relationship between Emotional Intelligence and ICARE-Performance.

The millennial cohort of nurses and the efficacy of ICARE-based nurses constitute the novel or innovative aspects of this study. Leadership and Emotional Intelligence have a positive impact on Job Satisfaction, whereas Organizational Culture has no effect and is not statistically significant, according to the results of the empirical analysis using multiple regression testing I. During multiple regression testing II, it was determined that ICARE performance was significantly and positively influenced by Organizational Culture, Emotional Intelligence, and Job Satisfaction, but not by Leadership. However, unlike organizational culture and emotional intelligence, job satisfaction does not mediate the relationship between leadership and ICARE performance. The grand theory of organizational behavior (Colquitt) no longer completely implements the ICARE-Performance model concept. In public service organizations, particularly hospitals, contributions that can be made to the repository of knowledge must focus on enhancing the performance of nurses (employees). This is due to the fact that in addition to the aforementioned factors, numerous others also contribute to this decline in productivity.

CONCLUSION

Leadership and emotional intelligence have a positive and statistically significant impact on job satisfaction, whereas organizational culture has no and insignificant influence, according to the findings of this study. Moreover, of the four independent variables associated with ICARE-Performance, only Leadership exhibits no discernible impact and is not statistically significant. In contrast, the remaining three variables— organizational culture, emotional intelligence, and job satisfaction—influence ICARE-Performance in a positive and significant manner. Job satisfaction can function as a mediator between the indirect impact of leadership and performance. Conversely, job satisfaction does not serve as a mediator between emotional intelligence and organizational culture.

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