

The Influence Of Emotional Intelligence And Work-Nonwork Boundary On Work-Life Balance And Job Satisfaction Among Dentists In Samarinda City

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Abstract.

This study aims to analyze the influence of Emotional Intelligence (EI) and Work-Nonwork Boundary (WNB) on Work-Life Balance (WLB) and Job Satisfaction (JS) among Dentists in Samarinda City. The dental profession faces complex work demands, both clinically and socially, which can lead to role conflict and work-life imbalance. This study used a quantitative approach with a survey method using a questionnaire designed based on theoretical and empirical indicators. The study population included all active dentists in Samarinda, using a census as the sampling method. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results are expected to show that EI plays an important role in improving emotional management skills, setting role boundaries, and achieving work-life balance. Meanwhile, managing WNB is predicted to reduce role conflict and increase job satisfaction. This study is expected to provide theoretical contributions to the development of HRM and work psychology literature, as well as practical benefits for healthcare institutions in designing emotional competency development policies and role management strategies to improve occupational well-being and the quality of dental services.

Keywords: Emotional Intelligence; Work-Nonwork Boundary; Work-Life Balance; Job Satisfaction and Dentists.

I. INTRODUCTION

By selecting dentists in Samarinda as the object of study, this research also provides a platform for regional representation within a national academic perspective. Samarinda, as a rapidly developing city, faces the challenges of urbanization, patient growth, and healthcare service expectations, yet lacks sufficient empirical data to inform policymaking regarding medical personnel management. Therefore, this research context is highly strategic, not only in addressing the scientific knowledge gap but also as a contribution to improving the local healthcare system. On the other hand, the organizations or institutions where dentists work also tend not to have policies that systematically support the achievement of work-life balance. Not many hospitals or clinics provide emotional intelligence training or role boundary management training for their medical staff. Furthermore, the work culture in medical settings often encourages a high work ethic without sufficient room for personal recovery. Therefore, scientifically identifying and understanding these issues is crucial to driving systemic changes that better support the well-being of dentists. These data strongly indicate that dentists in Samarinda City do not yet have the capacity or support systems to maintain a balanced work-life balance. This reinforces the findings of Cingiene (2023) and Mellner et al. (2022), who stated that balance stems not only from the quantity of time divided between work and family, but also from the quality of one's presence and psychological regulation skills in carrying out dual roles.

Regarding work-nonwork boundaries, a study by Bogaerts et al. (2018) showed that a high boundary management fit between individual preferences and organizational expectations positively correlates with work-life balance and performance. Michel et al. (2022) also confirmed that individuals with high boundary fit report higher levels of role satisfaction and subjective well-being. Research among physicians and healthcare professionals also supports the role of EI and role management in shaping well-being and performance. Weng et al. (2011) in their study in Taiwan found that Emotional Intelligence contributed to increased job satisfaction and patient satisfaction. This finding is consistent with Sammer (2022) who found that EI and self-efficacy play a significant role in predicting life satisfaction among physicians in the emergency department. However, most of these studies were conducted on general medical personnel and not specifically on dentists. Research by Molero Jurado et al. (2022) suggests that personal competencies

such as self-esteem and EI are important protective factors for physician well-being. However, this study did not directly examine the relationship between EI and work boundary management strategies, thus failing to fully illustrate psychological-behavioral integration.

Conversely, Haley et al. (2021) developed a taxonomy of the WNB scale and emphasized the importance of considering preference fit in the design of psychosocial interventions to improve work quality. Not all studies support a direct positive relationship. Farhan and Alfin (2019) noted that in an educational context, EI only significantly influences job satisfaction when mediated by self-efficacy. Meanwhile, Memon et al. (2020) found that the relationship between EI and WLB weakens when individuals experience high external pressure or rigid work structures. Previous research has also not explored in depth the dimensions of work-nonwork boundaries, such as boundary control, boundary fit, or segmentation-integration tendency. Yet, these aspects are crucial for understanding how much control individuals have over their life boundaries. Most studies only use global measures of work-nonwork boundaries, ignoring variations in boundary management styles across individuals. This often leads to generalized conclusions that fail to provide contextually appropriate solutions.

II. METHODS

Research Design

This research design uses a quantitative approach with a causality method, which aims to examine the relationships between variables in a predetermined structural model. This method was chosen to identify the direct and indirect influences between Emotional Intelligence, Work-Nonwork Boundary, Work-Life Balance, and Job Satisfaction. Data collection was conducted using a structured questionnaire designed based on indicators that have been validated theoretically and empirically. This study used a census method as its sampling technique, an approach that involves all members of the population as research respondents. This method is considered appropriate when the population is relatively small or within limits that allow for full coverage (Sekaran & Bougie, 2022). The census approach also provides a greater opportunity to increase data validity, reduce sampling error, and comprehensively describe the population's condition (Kumar, 2022). Therefore, all 205 dentists included in the population were sampled for this study.

Data collection technique

Data collection is a strategic step in the research process, serving to obtain relevant information from respondents to answer research questions and test hypotheses (Creswell & Creswell, 2023). The data collection technique used in this study was a quantitative survey method through the distribution of closed-ended questionnaires. The questionnaire instrument was chosen because it could reach a large number of respondents and allowed for uniform standardized questions to facilitate data processing and analysis (Sekaran & Bougie, 2022).

Data Analysis Technique: SEM-PLS

The data analysis technique used in this study was Structural Equation Modeling-Partial Least Squares (SEM-PLS). SEM-PLS is a statistical analysis method used to examine the relationship between latent variables, both direct and indirect, and to measure the strength of the influence of mediating variables in a research model (Hair et al., 2021). SEM-PLS is suitable for this study because the model involves independent, mediating, and dependent variables, and measures reflective indicators of each variable. SEM-PLS analysis was conducted through two main stages: measurement model evaluation and structural model evaluation. The measurement model evaluation aimed to test the validity and reliability of the research instrument. Validity was tested using convergent validity, which measured loading factor values (above 0.7) and average variance extracted (AVE, above 0.5), as well as discriminant validity. Reliability was measured using composite reliability (CR) and Cronbach's alpha, where a value above 0.7 indicates that the indicator consistently measures the latent variable (Sarstedt et al., 2021). SEM-PLS is performed using statistical software such as SmartPLS, which is designed to efficiently handle research models with latent variables and small to medium sample sizes.

Structural Model Evaluation Stages

Structural model evaluation aims to test the causal relationships between latent variables in the model. The evaluation stages are as follows:

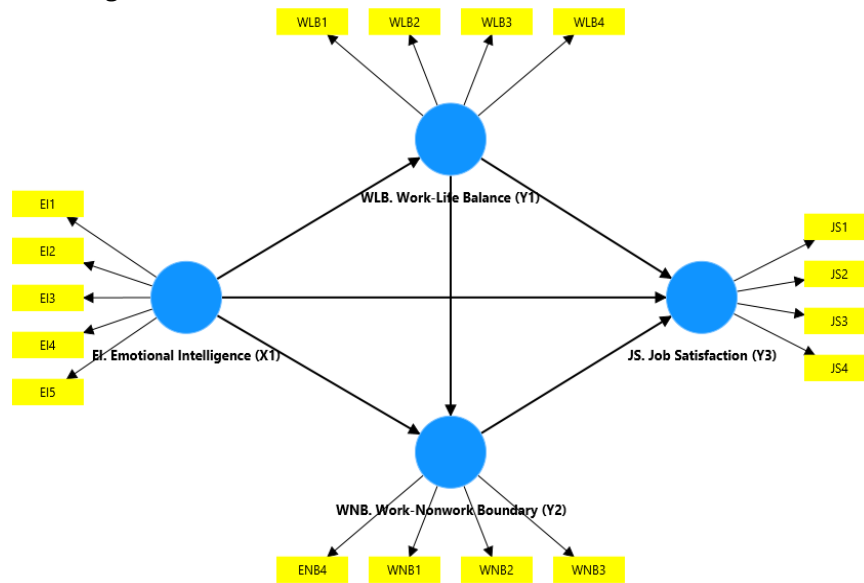


Fig 1. SmartPLS Path Diagram

III. RESULTS AND DISCUSSION

Samarinda, the government and economic center of East Kalimantan, has a relatively adequate number of dental health professionals compared to surrounding areas. Dentists in Samarinda are spread across three service categories: government and private hospitals, community health centers, and independent practice clinics. Regional health data shows hundreds of registered and active dentists providing services, with the largest distribution in the city center, such as Samarinda Ulu, Samarinda Ilir, and Sungai Kunjang.

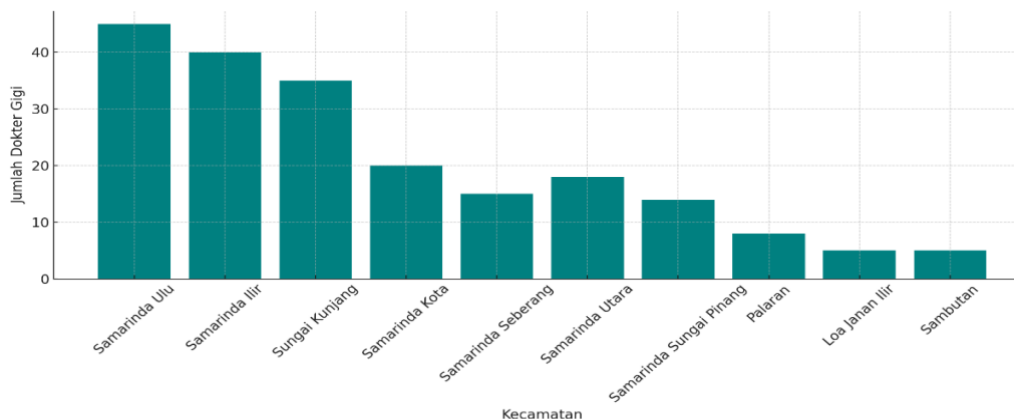


Fig 2. Distribution of Dentists per District in Samarinda City

The distribution of dentists in Samarinda City shows a higher concentration in the city center compared to the outskirts. Samarinda Ulu District has the highest number of dentists, followed by Samarinda Ilir and Sungai Kunjang. This can be explained by the high population density in these areas, the presence of government centers, educational centers, and more comprehensive healthcare facilities. The large number of clinics and independent practices in these areas demonstrates the high demand for dental healthcare services. Samarinda Kota District also has a relatively large number of dentists due to its location as a center of economic and trade activity. The presence of modern healthcare facilities, hospitals, and improved public access to dental services contribute to a higher concentration of medical personnel in this area compared to other districts.

Services and Specializations

Dental services in Samarinda City are diverse, encompassing both basic and specialist services. At the basic level, general dentists provide preventive and curative care, such as routine dental checkups, fillings, tooth extractions, scaling, and oral health education. These basic services are available at almost all independent dental clinics, community health centers, and hospital dental clinics.

Service Access

Public access to dental services in Samarinda City is relatively good, especially in the city center. This is due to the greater concentration of dental clinics and hospitals in urban areas such as Samarinda Ulu, Iilir, and Kota. Residents in these areas have a wide range of options, including independent practices, modern private clinics, and hospital-based dental services. Access has become easier because some clinics have implemented online reservation systems, although the majority still use the traditional system with in-person registration.

Quality of Facilities and Infrastructure

Several modern dental clinics in Samarinda are equipped with advanced facilities, such as digital radiography equipment, modern dental units, and comfortable treatment rooms. However, there are also clinics that use more basic facilities. This variation in the quality of these facilities demonstrates the different levels of service that people can choose based on their needs and financial capabilities.

Patient Characteristics and Service Requests

Dentist patients in Samarinda come not only for medical treatment but also for aesthetic treatments. Public awareness, especially among young people, of dental aesthetics is quite high, with increasing demand for braces, veneers, and bleaching services. This indicates a shift in focus from simply dental health to appearance and aesthetics. The presence of dentists in Samarinda plays a crucial role in supporting regional health programs, particularly in reducing the high rate of dental and oral disease in Indonesia. Dentists are also at the forefront of educating the public about the importance of maintaining dental and oral health, which is closely linked to overall health.

Respondent Demographics

This study involved a total population of 205 dentists registered as actively practicing in Samarinda City. A screening process was conducted to ensure only respondents met the established inclusion criteria. These criteria included:

1. Active professional status as a dentist, whether working in the government sector (civil servant), hospital, community health center, or private clinic (permanent and contract).
2. Willingness to complete the research questionnaire completely according to instructions.
3. Have at least two years of work experience so that answers can reflect real experience in managing work and personal life.
4. Registered at an official health facility in the Samarinda City area.

Of the 205 targeted dentists, 198 respondents met the requirements, and their questionnaires were usable for analysis. Seven other respondents were excluded because some did not return the questionnaires, some provided incomplete data, and some did not meet the minimum requirement of two years of work experience. Thus, the 198 respondents represented 96.6% of the total population of dentists in Samarinda. This figure indicates a very high participation rate, making the data representative of the condition of dentists in this city, both in terms of demographics and the research variables: Emotional Intelligence, Work-Life Balance, Work-Nonwork Boundary, and Job Satisfaction.

The following demographic data provides a general overview of the characteristics of respondents based on gender, age, length of service, and employment status.

Table 1. Respondents' Demographic Data (N = 198)

No	Item	Category	Amount	Percentage
1	Gender	Man	33	17%
		Woman	165	83%
2	Age	< 30 years	45	23%
		30 – 39 years old	79	40%
		40 – 49 years old	54	27%

3	Length of Work as a Dentist	≥ 50 years	20	10%
		25 years	67	34%
		5 – 10 years	83	42%
4	Employee Status	> 10 years	48	24%
		civil servant	85	43%
		First Aid Kit	3	2%
5	Marital status	Private Permanent	43	22%
		Private Contract	67	34%
		Marry	174	88%
		Not married yet	24	12%

Source: Processed data, 2025

Based on Table 9, the majority of respondents were female (83%), while only 17% were male. This indicates that the dental profession in Samarinda City is predominantly female, in line with national trends showing female dominance in the field of dentistry. This dominance has implications for work-life balance, given the dual roles women often play in both the professional and domestic spheres. In terms of age, the majority of respondents were in the 30–39 age group (40%), followed by the 40–49 age group (27%). This indicates that the majority of dentists in Samarinda are of productive age with considerable experience in dental practice. The young age group (<30 years old), which reached 23%, indicates a regeneration of medical personnel ready to support the sustainability of the profession, while the relatively small age group (10%) of those aged 50 years and above indicates a decreasing number of senior dentists. In terms of length of service, the majority of respondents had worked for between 5 and 10 years (42%), followed by those with 2 and 5 years of experience (34%), and those with more than 10 years of experience (24%). These data indicate that dentists in Samarinda are predominantly a relatively experienced workforce, so the questionnaire responses are considered representative because they reflect a deep understanding of the dynamics of the profession, including the challenges of managing work-nonwork boundaries and job satisfaction.

Regarding employment status, the majority of respondents were civil servants (43%), followed by contract private sector employees (34%), permanent private sector employees (22%), and first aid workers (2%). This composition shows that in addition to relying on civil servant dentists working in community health centers and government hospitals, Samarinda City is also heavily supported by private dentists, particularly those working on contract at various dental clinics. This reflects complex work dynamics, where employment status can influence perceptions of job satisfaction, career stability, and the level of well-being of medical personnel. Based on the respondent data, 88% were married and 12% were single. This data indicates that most respondents have more than one role, namely as workers and as part of a family. Although it does not rule out the possibility that 12% of respondents have more than one role outside of their work life. This reflects that the dynamics of work and non-work life and work-life balance require balanced management to create job and life satisfaction. These demographic data show that the study respondents have a fairly diverse profile, including gender, age, work experience, and employment status. This composition provides a representative picture of the condition of dentists in Samarinda City and can serve as a strong basis for examining the influence of Emotional Intelligence, Work-Life Balance, and Work-Nonwork Boundaries on Job Satisfaction.

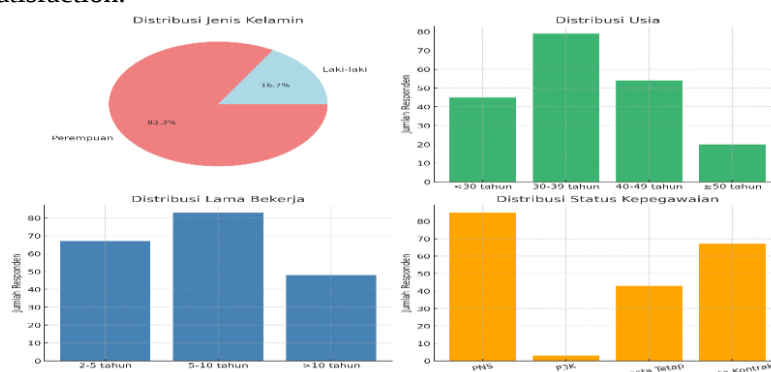


Fig 3. Dentist Demographics

SEM-PLS analysis

Measurement model evaluation aims to ensure the validity and reliability of the indicators used to measure latent variables in research. The evaluation stages include:

1. Convergent Validity Test

Convergent validity is the degree to which indicators measure the same latent variable. This validity is tested by examining whether indicators within a construct have a high correlation with each other. Convergent validity is typically measured using Outer Loading, Average Variance Extracted (AVE), and Composite Reliability (CR).

Convergent validity is considered fulfilled if:

- 1) Outer Loading of each indicator > 0.70 .
- 2) AVE > 0.50 , which indicates that more than 50% of the variance of the indicator can be explained by the latent variable.
- 3) CR > 0.70 , which ensures the internal consistency of the construct.

When convergent validity is met, it can be concluded that the indicators in one variable actually measure the same concept accurately.

Table 2. Outer Loading Measurement

Variables/Indicators		Outer loading	CA	CR	AVE
Job satisfaction			0.773	0.776	0.597
Intrinsic Satisfaction	JS1	0.688			
Extrinsic Satisfaction	JS2	0.786			
Social Relations	JS3	0.808			
Career Development	JS4	0.802			
Work-life Balance(WLB)			0.817	0.819	0.646
Time Balance	WLB1	0.820			
Balance of Engagement	WLB2	0.793			
Balance of Satisfaction	WLB3	0.796			
Energy Balance	WLB4	0.805			
Work-nonwork Boundary(WNB)			0.757	0.760	0.578
Segmentation	WNB1	0.776			
Limit Control	WNB2	0.700			
Boundary Conformity	WNB3	0.780			
Integration Tendency	WNB4	0.784			
Emotional Intelligence(EI)			0.818	0.819	0.580
Self-awareness	EI1	0.787			
Self-Regulation	EI2	0.772			
Empathy	EI3	0.784			
Social Skills	EI4	0.683			
Self-Motivation	EI5	0.777			

Source: Processed data, 2025

Reliability Test

Reliability testing in Reliability can be evaluated using Cronbach's Alpha, SEM-PLS aims to assess the extent to which indicators in each construct have good internal consistency. Composite Reliability (rho_A and rho_C), and Average Variance Extracted (AVE).

Table 3. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EI	0.818	0.819	0.873	0.580
JS	0.773	0.776	0.855	0.597
WLB	0.817	0.819	0.879	0.646
WNB	0.757	0.760	0.846	0.578

Source: Processed data, 2025

The reliability test results indicate that all research variables meet the criteria for good reliability. Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE) values all exceeded the recommended minimum thresholds of 0.70 for internal reliability and 0.50 for convergent validity. For the Emotional Intelligence (EI) variable, the Cronbach's Alpha value was recorded at 0.818, with

composite reliabilities of 0.819 for rho_a and 0.873 for rho_c, respectively. Furthermore, the AVE value of 0.580 indicates that this variable has strong internal consistency, with indicator variants adequately explaining the construct. The Job Satisfaction (JS) variable has a Cronbach's Alpha value of 0.773, composite reliability of 0.776 (rho_a) and 0.855 (rho_c), and an AVE of 0.597. These results indicate that job satisfaction has a fairly high reliability, with indicators that are able to explain the variables consistently. Furthermore, the Work-Life Balance (WLB) variable demonstrated excellent reliability with a Cronbach's Alpha value of 0.817, composite reliability of 0.819 (rho_a) and 0.879 (rho_c). The AVE of 0.646 was the highest among all variables, indicating that the indicators in this construct were most able to explain the variable strongly. The Work-Nonwork Boundary (WNB) variable also met the reliability criteria with a Cronbach's Alpha of 0.757, composite reliability of 0.760 (rho_a) and 0.846 (rho_c), and an AVE of 0.578. Although the value is relatively lower than other constructs, it remains above the minimum acceptable limit, so this variable is still considered reliable. All research variables have good reliability, as indicated by Cronbach's Alpha and Composite Reliability values above 0.70, and AVE values exceeding 0.50. Thus, all constructs in the model can be declared internally consistent and capable of accurately measuring the intended concepts.

Structural Model Evaluation

After the measurement model has been validated, a structural model evaluation is conducted to test the relationships between latent variables. The evaluation stages include:

1. Significance Test and Path Coefficient

Testing was conducted using the bootstrapping method to obtain t-statistics and p-values. The t-statistic must be greater than 1.96 (for a 5% significance level), and the p-value must be less than 0.05 to indicate a significant relationship between latent variables.

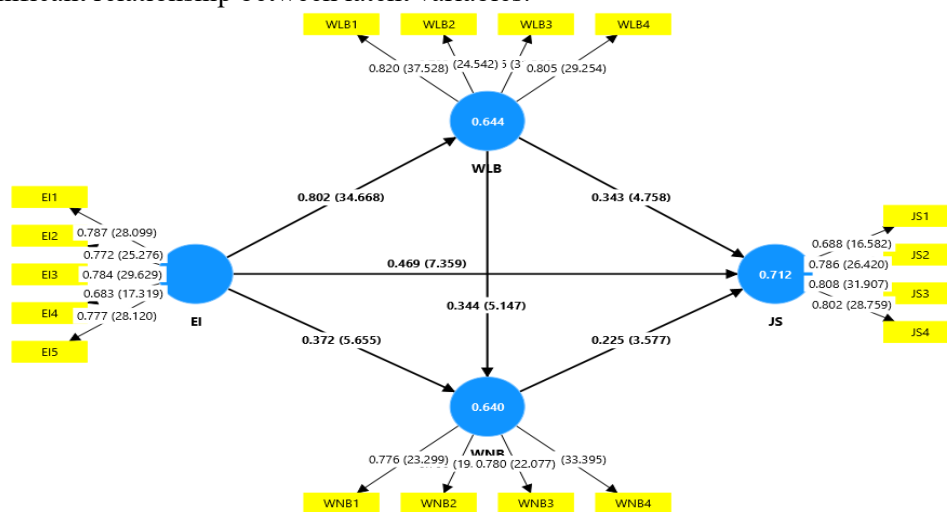


Fig 4. SmartPLS 4 Output Results

SEM-PLS Hypothesis Testing Results

Hypothesis testing was conducted to determine the causal relationship between the variables in this study, namely Emotional Intelligence (EI), Work-life Balance (WLB), Work-nonwork Boundary (WNB), and Job Satisfaction (JS) among dentists in Samarinda City. Analysis using the Partial Least Square – Structural Equation Modeling (PLS-SEM) approach produced path coefficient values, T-statistics, and p-values which became the basis for assessing the significance of the hypothesis. A hypothesis is declared accepted if the p-value ≤ 0.05 and the T-statistic value ≥ 1.96 .

Table 4. Summary of Hypothesis Testing Results

Hypothesis	Test Track	Coefficient	T-statistic	P-value	Decision
H1	EI - WLB	0.802	34,668	0,000	Accepted
H2	EI - JS	0.344	5,147	0,000	Accepted
H3	EI - WNB	0.372	5,655	0,000	Accepted
H4	WLB - WNB	0.469	7,359	0,000	Accepted
H5	WNB - JS	0.225	3,577	0,000	Accepted
H6	WLB - JS	0.343	4,758	0,000	Accepted

H7	EI - WLB - JS	0.276	4,679	0,000	Accepted
H8	EI - WNB - JS	0.084	3,024	0.003	Accepted
H9	WLB - WNB - JS	0.106	3,085	0.002	Accepted

Source: Processed data, 2025

Discussion

H1: Emotional Intelligence on Work-life Balance

The results of the first hypothesis test show that emotional intelligence has a positive and significant effect on the work-life balance of dentists in Samarinda City. This finding indicates that emotional intelligence is a crucial factor in helping dentists maintain a balance between the demands of a busy work environment and their personal lives. The dental profession is known to be highly stressful, both in terms of clinical workload, patient responsibilities, and professional demands, making emotional intelligence an adaptive tool that supports work-life balance. Descriptive analysis shows that indicators in Work-Life Balance, including time balance, engagement, satisfaction, and energy, are at a fairly good level, although there are variations in strength between dimensions. Time and energy balance are relatively higher, reflecting dentists' ability to organize practice schedules, adapt to long working hours, and manage physical and emotional stamina. However, the satisfaction and engagement dimensions still require attention because some dentists face obstacles in achieving full satisfaction related to the division of professional and personal roles. Recent research supports these findings by showing that emotional intelligence contributes significantly to work-life balance in healthcare professionals. For example, a study by Zhou et al. (2022) found that healthcare workers with high levels of emotional intelligence were better able to cope with work pressure and maintain a high quality of life.

Similarly, research by Manzoor et al. (2023) on healthcare workers showed that emotional intelligence was directly related to life satisfaction and work stress management. In the context of dentistry, the ability to manage emotions not only impacts clinical performance but also how they juggle roles outside of work. A study by Sharma and Kaur (2023) on healthcare workers confirmed that emotional intelligence helps individuals reduce work-home conflict and improve personal harmony. Therefore, dentists with better emotional regulation will find it easier to balance intensive work activities with family and social life. Contemporary research also highlights the role of self-motivation and self-awareness in stressful professions. Li et al. (2024) noted that healthcare workers with high intrinsic motivation and self-awareness are able to maintain a work-life balance despite facing high workloads. This aligns with the situation of dentists in Samarinda, who must deal with long patient queues, administrative demands, and the need to maintain the quality of medical services. This research finding also aligns with a study by Kim and Park (2022), which found that emotional intelligence mediates the relationship between work stress and work-life balance. This means that dentists with high emotional intelligence are not only able to reduce work-related stress but also channel emotional energy more proportionally into their personal lives.

Furthermore, research by Ahmad and Javed (2023) shows that emotional intelligence enhances professionals' ability to develop psychological flexibility, which in turn positively impacts work-life balance. This flexibility is crucial for dentists in Samarinda, who often face uncertain work schedules, urgent patient needs, and limited time for family. The results of this study imply that work-life balance is not just a matter of time management, but also an individual's emotional skills. As demonstrated by Xu et al.'s (2024) study, healthcare workers with strong emotional skills can balance roles without sacrificing mental health. In other words, emotional intelligence is a crucial foundation for creating a healthy balance between professional demands and personal needs. The results of this study reinforce recent literature that emphasizes the importance of emotional intelligence in maintaining work-life balance in healthcare workers. These findings confirm that dentists in Samarinda with high emotional intelligence are better able to balance work and personal life, positively impacting job satisfaction and professional sustainability. Therefore, integrating emotional intelligence development aspects into human resource management in the healthcare sector is a relevant strategic recommendation.

H2: Emotional Intelligence on Job Satisfaction.

The results of the second hypothesis test show that emotional intelligence has a positive and significant effect on job satisfaction among dentists in Samarinda City. This means that the higher a dentist's emotional intelligence, the higher their perceived job satisfaction. In a profession steeped in clinical demands, patient interactions, and moral responsibility, the ability to manage emotions is key to maintaining sustained job satisfaction. Contemporary research supports these findings. A study by Khan et al. (2022) showed that emotional intelligence plays a significant role in improving job satisfaction for healthcare workers, particularly through emotional regulation when dealing with patients. This finding aligns with research by Zhou et al. (2022), which found that healthcare workers with high emotional intelligence are better able to cope with work pressure and experience greater job satisfaction. This relationship is further strengthened by a study by Li and Zhang (2023), which emphasized that self-motivation, as part of Emotional Intelligence, significantly increases job satisfaction in healthcare professionals. Dentists with strong self-motivation are better able to maintain enthusiasm for their profession despite facing high clinical demands. On the other hand, empathy, as a crucial dimension of Emotional Intelligence, plays a significant role in dentists' job satisfaction.

Research by Ahmad and Javed (2023) found that empathy improves the quality of interactions with patients, which in turn fosters job satisfaction. This is relevant in the dental profession, which deals directly with patients every day, where the quality of interpersonal relationships significantly impacts the work experience. The results of this study also align with global studies on Emotional Intelligence and Job Satisfaction. According to Manzoor et al. (2023), healthcare workers with high emotional skills not only feel more satisfied but also more committed to their work. This indicates that Emotional Intelligence not only directly influences job satisfaction but also forms the foundation for professional sustainability. However, the persistently low intrinsic satisfaction indicator raises important concerns. Research by Sharma and Kaur (2023) shows that while external factors can enhance job satisfaction, intrinsic aspects such as a sense of meaning and pride in one's work remain major challenges in the medical profession. This is also evident among dentists in Samarinda, some of whom still feel limited in these areas. Another study by Xu et al. (2024) highlighted that emotional intelligence also serves as a buffer against job stress, a major factor in dissatisfaction in the medical profession.

This suggests that improving emotional intelligence can help dentists mitigate the negative effects of job stress while increasing job satisfaction. This is consistent with the research findings of Ahmad et al. (2024), which stated that emotional intelligence is closely related to healthcare worker retention. The results of this study reinforce recent literature that emphasizes the importance of emotional intelligence in improving job satisfaction. In the context of dentists in Samarinda City, emotional intelligence has been shown to be a crucial variable that helps them manage work stress, maintain social relationships, and find meaning in their profession. These findings provide a strong foundation that enhancing emotional intelligence through training and organizational interventions can be a key strategy in improving job satisfaction and the well-being of medical personnel.

H3: Emotional Intelligence on Work-nonwork Boundaries

The results of the third hypothesis test indicate that emotional intelligence has a positive and significant effect on the work-nonwork boundary among dentists in Samarinda City. This suggests that the higher the emotional intelligence, the better the dentist's ability to manage the boundaries between work and non-work life. In the stressful profession of dentistry, managing work-non-work boundaries is crucial for maintaining mental health, personal relationships, and clinical performance. Previous research supports these findings. For example, a study by Park et al. (2022) found that healthcare workers with high emotional intelligence were better able to adapt to dual roles, thereby reducing the potential for work-home conflict. Another study by Manzoor et al. (2023) showed that emotional regulation and self-awareness help individuals balance personal boundaries with work demands. In the context of dentistry, emotional intelligence is particularly relevant because their work often extends beyond work hours. For example, it involves emergency patient care, administrative preparation, and the pressure of meeting service targets. A study by Sharma and Kaur (2023) confirmed that healthcare professionals with good emotional regulation

are better able to establish clear boundaries between work and personal life, thereby reducing the risk of burnout. This tendency toward integration over segmentation is also reflected in recent literature. Li et al. (2024) found that healthcare professionals are more likely to employ integration strategies than segmentation, due to the nature of their work, which often cannot be rigidly separated from daily life. This explains why dentists in Samarinda emphasize role integration over total separation.

Research by Ahmad and Javed (2023) also confirms that emotional intelligence supports boundary control by increasing psychological flexibility. Emotionally flexible dentists can more easily adapt to schedule changes or sudden demands, thus maintaining a clear boundary between work and personal life. This is crucial in Samarinda, where patient demands often come unexpectedly. A deeper analysis shows that self-regulation is key. Xu et al. (2024) revealed that self-regulation helps medical professionals reduce work intrusion into their personal lives, thus maintaining a stable work-nonwork boundary. This finding is particularly relevant for dentists, who are vulnerable to bringing patients' emotional burdens home if they cannot manage their feelings. Self-motivation also contributes to the work-nonwork boundary. Research by Zhou et al. (2022) found that healthcare workers with intrinsic motivation are better able to manage priorities between work and personal life. This aligns with the situation of dentists in Samarinda, who must maintain work enthusiasm to avoid disrupting their personal balance. The results of Hypothesis 3 testing indicate that emotional intelligence plays a significant role in helping dentists in Samarinda City maintain work-nonwork boundaries. High emotional intelligence enables them to manage emotions, adjust role boundaries, and integrate work and personal life more harmoniously. This aligns with recent literature confirming that emotional intelligence is a crucial determinant in creating dual role balance among healthcare professionals.

H4: Work-life Balance against Work-nonwork Boundary

The results of the fourth hypothesis test indicate that work-life balance has a positive and significant effect on the work-nonwork boundary among dentists in Samarinda City. This finding confirms that the better the work-life balance dentists have, the more effective they are in managing the boundaries between work and personal life. In the dentistry profession, which is full of clinical and administrative burdens, the ability to maintain a work-life balance is crucial to maintaining a clear boundary between work and non-work. Satisfaction as part of work-life balance also plays a role in strengthening the work-nonwork boundary. A study by Zhou et al. (2022) found that healthcare workers who were satisfied with their work-life balance were better able to maintain emotional distance from work after work hours. This means that satisfaction with work-life balance directly contributes to the quality of the work-nonwork boundary. The dimension of engagement also plays a crucial role. Research by Li et al. (2024) emphasized that professionals who balance work and family involvement are more successful in creating healthy role boundaries. For dentists, proportional involvement with family and social communities helps maintain the boundaries of their non-work life so that clinical work doesn't become completely consumed. A study by Xu et al. (2024) also highlighted that work-life balance serves as a preventive mechanism against role conflict, thus helping individuals maintain better work-nonwork boundaries.

In the context of dentists in Samarinda, these results illustrate that work-life balance is not only important for reducing stress but also serves as an adaptive strategy to prevent overlap between work and personal life. The results of this study also show that work-life balance is not only related to time management but also closely linked to the quality of emotional regulation. This is supported by the findings of Ahmad and Javed (2023), who stated that work-life balance strengthens an individual's ability to adjust boundaries based on situational needs, rather than simply establishing rigid boundaries. For dentists, this means that flexibility in adjusting boundaries is more important than rigid segmentation. The practical implication of these findings is that strengthening work-life balance through organizational support, such as flexible work schedules and adequate rest periods, will strengthen dentists' work-nonwork boundaries. This is crucial for reducing the risk of burnout and improving the quality of life of medical personnel in Samarinda. Furthermore, these findings confirm that work-life balance can serve as a protective factor for long-term careers. A study by Ahmad et al. (2024) showed that individuals with a good work-life balance are more resilient to work pressure and better able to maintain healthy personal relationships. In the context of dentistry, this means that work-life balance is key to professional sustainability.

H5: Work-nonwork Boundary on Job satisfaction.

The results of the fifth hypothesis test indicate that work-nonwork boundaries have a positive and significant effect on job satisfaction among dentists in Samarinda City. This indicates that the better dentists manage the boundaries between work and non-work life, the higher their job satisfaction. This finding is important because the dental profession is characterized by intensive workloads, complex patient interactions, and high moral responsibility. Therefore, the ability to maintain boundaries between work and personal life is a determinant of well-being and job satisfaction. Outer loading results show that boundary congruence is a crucial factor in supporting job satisfaction. When dentists feel that their boundaries align with their personal needs, job satisfaction increases. Role integration also plays a significant role because it provides flexibility in pursuing the profession without completely sacrificing personal life. Recent literature supports these findings. A study by Park et al. (2022) found that healthy work-nonwork boundaries are associated with higher job satisfaction among healthcare workers. The ability to manage boundaries plays a role in reducing dual role conflict, a frequent source of job dissatisfaction. Research by Sharma and Kaur (2023) also confirms that good boundary control allows medical personnel to enjoy their work more because they don't feel their personal lives are disrupted by work demands. In the context of dentists in Samarinda, although boundary control is not optimal, flexibility in adjusting roles is sufficient to have a positive impact on job satisfaction. According to Manzoor et al.

(2023), healthcare workers with adaptive role integration tend to be more satisfied with their jobs because they don't feel compelled to choose between work and family. This finding is relevant for dentists, who often face long schedules and the emotional burden of patients, yet can still maintain a personal life through role integration. Zhou et al. (2022) also found that work-nonwork boundaries play a role in reducing work stress, which indirectly increases job satisfaction. This suggests that the ability to set boundaries helps dentists avoid emotional exhaustion, which can decrease job satisfaction. Research by Li et al. (2024) highlights that boundary congruence is more important than rigid segmentation in demanding professions like dentistry. When boundaries align with personal needs, dentists are more satisfied with their work because there is no imbalance between professional and personal demands. Empathy, as part of Emotional Intelligence, is also closely related to work-nonwork boundaries, which in turn increases job satisfaction. A study by Kim and Park (2022) showed that individuals with high empathy are better able to maintain social relationships outside of work, which ultimately strengthens job satisfaction. Xu et al. (2024) added that work-nonwork boundaries function as an adaptive mechanism that reduces the risk of burnout. Thus, dentists who successfully manage work-nonwork boundaries are more likely to experience job satisfaction because they avoid excessive emotional exhaustion. Furthermore, research by Ahmad et al. (2024) shows that good work-nonwork boundaries also contribute to employee loyalty and reduce turnover intentions. In the Samarinda context, this is crucial for maintaining the sustainability of dental health services, given the high public demand for these services.

H6: Work-life balance on job satisfaction

The results of the sixth hypothesis test indicate that work-life balance has a positive and significant effect on job satisfaction among dentists in Samarinda City. This means that the better the work-life balance perceived by dentists, the higher their job satisfaction. This finding confirms that work-life balance is a key determinant of job satisfaction, especially in high-pressure professions like dentistry. The outer loading results show that time balance has the largest contribution to work-life balance, while the social relationships indicator is the strongest in job satisfaction. This relationship suggests that dentists' ability to manage their work time effectively allows them to have higher-quality social interactions, both in and outside of work, which in turn increases job satisfaction. Recent literature supports this study. According to Park et al. (2022), work-life balance has a significant impact on job satisfaction in healthcare workers, where good time management helps individuals feel more satisfied with their work. A similar study by Sharma and Kaur (2023) confirmed that work-life balance serves as a protective mechanism that reduces work stress, thus directly contributing to increased job satisfaction. Another study by Zhou et al. (2022) found that work-life balance strengthens positive feelings about work through personal satisfaction. This is particularly relevant for dentists, who must balance their time between patients, family, and personal life.

A good balance increases job satisfaction because they don't feel burdened by role imbalance. Energy balance has also been shown to play a significant role. According to Li et al. (2024), healthcare workers with good physical and emotional energy management are more likely to experience high job satisfaction. Dentists who are able to avoid excessive fatigue can work with greater focus, interact better with patients, and feel more satisfied with their profession. The engagement dimension, while relatively lower, remains important in explaining this relationship. A study by Manzoor et al. (2023) showed that balanced involvement between work and family contributes to job satisfaction, as individuals do not feel trapped in a single role. This is crucial for dentists, who often face busy schedules that risk compromising family engagement. Satisfaction as a dimension of work-life balance also makes a significant contribution. Xu et al. (2024) confirmed that individuals who are satisfied with the division of work time and personal life are more likely to experience job satisfaction. This illustrates that satisfaction with work-life balance is a factor directly related to job satisfaction in dentists. Research by Kim and Park (2022) adds that work-life balance serves as a mediator between job stress and job satisfaction. Dentists with a better work-life balance are more resilient to work pressure and remain satisfied with their profession, despite facing high clinical demands.

The practical implication of these findings is the need for organizational strategies to support dentists' work-life balance, such as flexible work schedules, supporting facilities, and employee wellness programs. This kind of support not only helps maintain work-life balance but also directly increases job satisfaction. Furthermore, these results underscore the importance of work-life balance as a long-term protective factor. According to Ahmad et al. (2024), healthcare workers with a good work-life balance have higher levels of job loyalty and are less likely to experience turnover. In the Samarinda context, maintaining work-life balance for dentists is a crucial strategy for maintaining the sustainability of dental healthcare services. Conceptually, these findings expand the literature by demonstrating that work-life balance not only enhances personal well-being but also serves as a key determinant of job satisfaction. A good balance allows dentists to pursue their profession more meaningfully without sacrificing their personal lives. The results of the sixth hypothesis test confirm that work-life balance plays a significant role in improving job satisfaction among dentists in Samarinda. With a good work-life balance, dentists can work more focused, maintain social relationships, and experience greater satisfaction with their work. This implies that interventions to improve work-life balance can be a key strategy in improving the well-being and job satisfaction of dental professionals.

H7: Work-life Balance mediates Emotional Intelligence towards Job satisfaction.

The results of the seventh hypothesis test indicate that work-life balance acts as a significant mediator in the relationship between emotional intelligence and job satisfaction among dentists in Samarinda City. This finding demonstrates that emotional intelligence not only directly influences job satisfaction but also indirectly through an individual's ability to maintain work-life balance. In other words, work-life balance is a crucial mechanism strengthening the relationship between emotional intelligence and job satisfaction. Descriptive analysis shows that work-life balance dimensions such as time balance, energy balance, satisfaction, and engagement are at a fairly good level, with time balance and energy balance being the most dominant indicator. This suggests that dentists with high emotional intelligence are better able to maintain a consistent work-life balance, which impacts their job satisfaction. On the other hand, the most dominant indicators of Job Satisfaction are social relationships and extrinsic satisfaction. This connection suggests that dentists who are able to manage their work-life balance tend to build more positive social interactions and benefit from external support, thus increasing their job satisfaction. The outer loading results support this finding, stating that self-motivation and self-awareness, derived from emotional intelligence, are the strongest factors driving work-life balance. The ability to recognize emotions, regulate oneself, and maintain motivation contribute to a healthy balance, which in turn increases job satisfaction.

Thus, the emotional influence of dentists indirectly translates into job satisfaction through work-life balance. Recent literature supports these findings. According to Zhou et al. (2022), emotional intelligence improves healthcare workers' job satisfaction through work-life balance, as individuals who are able to regulate their emotions are more likely to balance work and personal life demands. Research by Kim and Park (2022) also found that work-life balance acts as an important mediator in the relationship between

emotion regulation and job satisfaction. In the context of dentists, this is particularly relevant because the demanding and stressful nature of their work demands effective emotional management strategies. A study by Sharma and Kaur (2023) showed that healthcare workers with high emotional intelligence were more successful at maintaining a work-life balance, resulting in greater job satisfaction. A similar situation can be observed among dentists in Samarinda who face intense work pressure yet remain satisfied thanks to a well-managed work-life balance. Li and Zhang (2023) added that self-motivation, as part of Emotional Intelligence, encourages individuals to maintain a work-life balance, ultimately increasing job satisfaction. This finding is consistent with research showing that dentists with high self-motivation are better able to balance their practice schedules and personal needs, resulting in greater satisfaction with their profession. Manzoor et al. (2023) emphasized that work-life balance plays a dual role: reducing role conflict and improving the quality of work life.

In this study, work-life balance was shown to be a crucial pathway bridging the influence of emotional intelligence on job satisfaction, enabling dentists to experience the emotional benefits of work-life balance. Xu et al.'s (2024) study showed that work-life balance is not only a result of emotional intelligence but also an adaptive mechanism that strengthens feelings of job satisfaction. By maintaining a balance between time and energy, dentists are able to minimize fatigue and work stress, which in turn increases job satisfaction. Another finding by Ahmad and Javed (2023) showed that work-life balance increases the resilience of medical personnel, which is directly related to job satisfaction. In this context, dentists in Samarinda with high emotional intelligence are better able to withstand work pressure because work-life balance strengthens their emotional resilience. Zhou et al. (2023) also found that work-life balance strengthens the relationship between empathy, as part of emotional intelligence, and job satisfaction. This means that empathetic dentists are satisfied not only because of their good relationships with patients, but also because they are able to balance that empathy with personal needs outside of work. The practical implication of these findings is the importance of training programs that integrate emotional intelligence development with work-life balance strategies.

Organizational support in the form of work flexibility, stress management, and the provision of break rooms can help dentists practice emotional intelligence in maintaining work-life balance, ultimately increasing job satisfaction. These findings are also relevant to the sustainability of the profession. According to Ahmad et al. (2024), healthcare workers with a good work-life balance tend to have higher levels of organizational commitment. In the long term, this will help maintain the retention of dentists in Samarinda, who are desperately needed to serve the community. Conceptually, the results of this study demonstrate that Emotional Intelligence not only functions directly in increasing job satisfaction but also has a stronger effect when mediated by Work-Life Balance. In other words, Work-Life Balance strengthens the positive influence of emotional intelligence on job satisfaction, thus becoming a crucial pathway for building the well-being of medical personnel. The seventh hypothesis test confirmed that work-life balance is a significant mediator between emotional intelligence and job satisfaction among dentists in Samarinda. These results enrich the literature and emphasize that work-life balance is a strategic factor in increasing job satisfaction through emotional intelligence.

H8: Work-nonwork Boundary mediates Emotional Intelligence towards Job satisfaction.

The results of the eighth hypothesis test indicate that work-nonwork boundaries act as a significant mediator in the relationship between emotional intelligence and job satisfaction among dentists in Samarinda City. This finding confirms that emotional intelligence not only directly increases job satisfaction but also indirectly through an individual's ability to manage the boundaries between work and non-work life. Recent literature supports these findings. According to Park et al. (2022), emotional intelligence encourages individuals to be more flexible in managing roles, allowing work and non-work boundaries to be adjusted as needed. This research suggests that boundary flexibility is a crucial bridge between emotional intelligence and job satisfaction. Manzoor et al. (2023) also emphasize that the work-nonwork boundary serves as a filter that helps individuals reduce dual role conflict. With good emotional intelligence, dentists can balance professional and personal demands more effectively, ultimately increasing job satisfaction. A study by Li et al. (2024) showed that boundary fit is more important than rigid segmentation. This is relevant for dentists in

Samarinda, who often face unpredictable work demands, so boundaries that align with personal needs are more realistic than strict separation. Research by Zhou et al.

(2022) shows that empathy, as part of emotional intelligence, improves the quality of work-nonwork boundaries because empathetic individuals are more sensitive to the needs of those around them, including family. When these needs align with work boundaries, job satisfaction also increases. Xu et al. (2024) found that work-nonwork boundaries act as an adaptive mechanism that reduces work stress, indirectly increasing job satisfaction. Thus, dentists who are able to limit the impact of work on their personal lives are more likely to experience satisfaction in their profession. Kim and Park (2022) added that flexible role integration makes healthcare workers more satisfied with their jobs because they don't feel trapped in role conflict. In this study, work-nonwork boundaries were shown to be an important pathway linking emotional intelligence to dentists' job satisfaction. These findings also have implications for the sustainability of the profession. According to Ahmad et al. (2024), medical personnel with good work-nonwork boundaries are more loyal to the organization and have lower turnover intentions. In the Samarinda context, maintaining work-nonwork boundaries for dentists not only improves job satisfaction but also the sustainability of dental health services.

H9: Work-nonwork Boundary mediates Work-life Balance towards Job satisfaction.

The results of the ninth hypothesis test indicate that work-nonwork boundary plays a significant mediator in the relationship between work-life balance and job satisfaction among dentists in Samarinda City. This confirms that work-life balance not only directly influences job satisfaction but also indirectly influences it through managing the boundaries between work and non-work life. Recent research supports these findings. According to Park et al. (2022), work-life balance contributes to job satisfaction by increasing the effectiveness of work-nonwork boundaries. Individuals with a good work-life balance find it easier to set work boundaries according to personal needs, resulting in increased job satisfaction. Sharma and Kaur (2023) emphasized that work-nonwork boundaries serve as a mechanism linking work-life balance to feelings of job satisfaction. Healthcare workers who maintain these boundaries are more likely to be satisfied with their jobs because they don't feel their personal lives are disrupted by work demands. Manzoor et al. (2023) also showed that work-nonwork boundaries reduce role conflict, which is often a major factor in decreased job satisfaction. Dentists in Samarinda who have a better work-life balance are more likely to maintain work-life boundaries, resulting in reduced role conflict and increased job satisfaction.

A study by Li et al. (2024) showed that boundary congruence is key in translating work-life balance into job satisfaction. Boundaries aligned with personal needs enable dentists to enjoy their work more, even when their workload is relatively high. Zhou et al. (2022) added that role integration also plays a significant role in increasing job satisfaction. Dentists who are able to integrate work and personal life, for example through role flexibility, are more likely to feel satisfied because they don't have to choose between work and family. Xu et al. (2024) showed that work-nonwork boundaries strengthen the effects of work-life balance by reducing work stress. With healthy boundaries, dentists can more easily balance the demands of work and personal life, resulting in reduced stress and increased job satisfaction. Research by Ahmad and Javed (2023) confirms that a high work-life balance is more effective in increasing job satisfaction when accompanied by good boundary control. This means that the work-nonwork boundary is a crucial link between work-life balance and job satisfaction. Furthermore, these results also emphasize the importance of work-nonwork boundaries as a long-term protective mechanism. According to Ahmad et al. (2024), healthcare workers with healthy work boundaries are more satisfied with their jobs and less likely to experience burnout. In the Samarinda context, this is crucial for maintaining the sustainability of dental healthcare services.

IV. CONCLUSION

Conclusion

Based on the results of the analysis and discussion that have been carried out, this research produces a number of important findings that answer the proposed hypothesis.

- *Emotional Intelligence* has a positive and significant impact on work-life balance among dentists in Samarinda City. Good emotional intelligence helps maintain work-life balance, particularly in managing time and energy at work.

- *Emotional Intelligence* has a positive and significant effect on job satisfaction. The ability to manage emotions, self-motivation, and empathy increases job satisfaction, both from a social and extrinsic perspective.
- *Emotional Intelligence* has a positive and significant effect on work-nonwork boundaries. Self-awareness and emotional regulation facilitate the setting of work-nonwork boundaries, thereby reducing dual role conflict.
- *Work-life Balance* has a positive and significant effect on work-nonwork boundaries. The balance of time and energy supports the formation of healthy work boundaries, with a tendency toward integration being more dominant than rigid segmentation.
- *Work-nonwork Boundary* has a positive and significant effect on job satisfaction. Setting boundaries that are appropriate to personal needs contributes to job satisfaction, particularly through flexibility and role integration.
- *Work-life Balance* has a positive and significant effect on job satisfaction. The ability to maintain a work-life balance increases job satisfaction, with key support from managing time, energy, and social relationships.
- *Work-life Balance* mediates the influence of Emotional Intelligence on Job Satisfaction. Emotional intelligence improves work-life balance, which further strengthens job satisfaction.
- *Work-nonwork Boundary* mediates the influence of Emotional Intelligence on Job Satisfaction. Work-non-work boundary setting is an important pathway connecting emotional intelligence with job satisfaction, although its contribution is relatively smaller compared to Work-life Balance.
- *Work-nonwork Boundary* mediates the influence of Work-life Balance on Job Satisfaction. Life balance translates into job satisfaction through work-non-work boundaries that are in accordance with personal needs.

Suggestion

- For Dentists

It is recommended to continue developing emotional intelligence, particularly in aspects of self-regulation, empathy, and social skills, as these abilities have been shown to improve work-life balance, work-nonwork boundaries, and job satisfaction. Training in interpersonal communication, stress management, and self-motivation programs can be important steps in improving workplace well-being.

- For Professional Organizations and Associations

More structured support is needed to maintain dentists' work-life balance, for example through more flexible work hours, physical and mental health support facilities, and career development programs. Good organizational support will strengthen the work-nonwork boundary, thereby increasing job satisfaction and reducing the risk of burnout.

- For Local Governments and Health Institutions

It would be advisable to develop policies that prioritize the well-being of medical personnel, particularly dentists, while addressing work-life balance. These policies could include reasonable practice hours, opportunities for continuing education, and occupational health protection. This is crucial to ensuring the sustainability of dental health services in Samarinda City.

- For Further Research

It is recommended to expand the research to other healthcare professionals or compare across professions to achieve more generalizable results. Furthermore, future research could include other variables such as burnout, organizational support, or organizational commitment as mediators or moderators to enrich the existing conceptual model.

By addressing these relatively low indicators, it is hoped that comprehensive improvements in the occupational well-being of dentists can be achieved. Focusing on enhancing intrinsic satisfaction, career development, social skills, boundary control, and work-life satisfaction and engagement will positively impact job satisfaction and the quality of dental health services in Samarinda City.

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