

The influence of work-family conflict and fear of success on affective commitment, mediated by self-efficacy and moderated by intrinsic motivation

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Abstract: This research aims to analyze the role of self-efficacy in the relationship between work-family conflict, fear of success, and affective commitment, with intrinsic motivation as a moderator. The study employs an explanatory research design to explore potential cause-and-effect relationships among these variables. The independent variables include work-family conflict and fear of success, while the dependent variable is affective commitment. Self-efficacy serves as a mediating variable, and intrinsic motivation functions as a moderating variable in this analysis. This study addresses the research problems by dividing them into three parts: (1) work-family conflict has a negative and significant impact on self-efficacy and affective commitment; (2) fear of success has a negative and significant impact on self-efficacy and affective commitment; (3) self-efficacy mediates the relationship between work-family conflict and affective commitment, as well as between fear of success and affective commitment. The focus of the study is on the population of female police officers in Polwil Madiun, comprising 300 individuals. The sample for this research consists of 172 respondents, selected through purposive sampling based on specific criteria: being married, having children, and possessing more than five years of work experience. Data collection was conducted using a questionnaire utilizing a 5-point Likert scale, and the results were analyzed through structural equation modeling (SEM) software, specifically the Partial Least Squares (PLS) method. The findings indicate that work-family conflict has a negative and significant impact on self-efficacy and affective commitment. Similarly, fear of success negatively influences both self-efficacy and affective commitment. Conversely, self-efficacy has a positive and significant impact on affective commitment. The study confirms that self-efficacy mediates the influence of work-family conflict and fear of success on female police officers' affective commitment. Additionally, intrinsic motivation moderates the impact of work-family conflict and fear of success on affective commitment. In conclusion, the study reveals that work-family conflict and fear of success negatively and significantly affect self-efficacy and emotional commitment among female police officers. However, high levels of self-efficacy and intrinsic motivation can mitigate these adverse effects, enabling officers to maintain their emotional commitment to their organization.

Keywords: *Affective commitment, Fear of success, Intrinsic motivation, Self-efficacy, Work-family conflict.*

1. Introduction

The challenges of work-life conflict and the fear of success are complex issues that significantly impact the well-being and professional development of female police officers. These women often struggle to balance their demanding law enforcement responsibilities with their personal lives [1]. Factors such as heavy workloads, irregular hours, and high-pressure environments contribute to conflicts, negatively affecting mental, physical, and social well-being [2]. This can lead to heightened stress, exhaustion, and dissatisfaction in personal and professional domains [3].

Fear of success refers to the apprehension about achieving one's goals. For female officers, this fear may arise from concerns about heightened expectations or changes in their work environment. It can manifest as low self-confidence and a reluctance to seek career advancement, ultimately hindering professional growth [4]. Targeted interventions are crucial to combat the adverse effects of work-life conflict and fear of success. Understanding and addressing these issues through self-development programs, peer support, and initiatives to build confidence is essential. Research has shown that work-family conflict and fear of success can negatively impact affective commitment, with this relationship being mediated by self-efficacy and intrinsic motivation [5]. These stressors can lead to emotional disconnection from the workplace, lowered motivation, and reduced organizational commitment.

Intrinsic motivation is vital in mitigating the effects of work-family conflict and fear of success. Individuals driven by internal satisfaction tend to manage time and responsibilities more effectively, showing resilience and a proactive approach to resolving disputes [6]. Their passion for work allows them to view success as an opportunity for personal and professional growth [5].

Many studies have shown a connection between self-efficacy and affective commitment [7-10]. Self-efficacy, or the belief in one's ability to succeed, enables individuals to confront challenges more confidently and fosters a stronger emotional connection to their organization. However, previous research on the link between work-family conflict and affective commitment has yielded mixed results. Some studies suggest that work-family conflict does not significantly affect affective commitment [11, 12]. Others find the opposite [13]. Research on the impact of the fear of success on affective commitment shows varying results. Some studies suggest that there is no significant relationship [5, 14] while others, such as Tresemer [15], argue that the fear of success, linked to anticipated negative consequences, can significantly diminish an individual's commitment.

This study proposes that self-efficacy mediates the relationship between work-family conflict and fear of success on affective commitment. This proposition is supported by prior studies suggesting that high self-efficacy enhances resilience against stress [16-19]. It enables individuals to perceive stressors more positively. Those with strong self-efficacy tend to persist through challenges, maintaining their confidence in their abilities to succeed despite setbacks [20].

The second focus of this study is to examine the moderating role of intrinsic motivation in the relationship between work-family conflict, fear of success, and affective commitment. Intrinsic motivation is crucial because it enhances an individual's ability to cope with stress and empowers them to tackle challenges effectively [21]. Intrinsically motivated employees tend to be more satisfied, productive, and committed to their roles [22]. As time passes, this motivation promotes personal growth and improves organizational performance, enabling employees to take initiative and achieve their goals with greater independence and satisfaction [23].

2. Objectives

2.1. Affective Commitment

Affective commitment refers to one dimension of commitment that exists in both interpersonal relationships and organizations [24]. Affective commitment describes a strong emotional attachment to a relationship or organization, characterized by feelings of love, loyalty, and deep involvement [25]. Characteristics of affective commitment include a deep sense of involvement, positive feelings toward the relationship or organization, and a strong desire to remain in that relationship [26]. Individuals with high affective commitment are typically more loyal, more motivated to invest in their relationships or organizations, and more likely to persevere in challenging situations. In an organizational context, affective commitment refers to employees who have a strong emotional attachment to the company they work for Kaur and Mittal [27]. They may love the company, take pride in being a part of it, and strongly desire to contribute positively to its success [28].

2.2. *Work-Family Conflict and the Spillover Theory*

The Spillover theory suggests that work and family domains mutually influence each other, positively or negatively, across various aspects such as tasks, time, emotions, stress, behavior, and attitudes [29, 30]. This spillover can occur in two directions: 1) Work-to-family conflict, where stress from the workplace interferes with family commitments (Work Interferes with Family), and 2) Family-to-work conflict, where family obligations disrupt responsibilities at work (Family Interferes with Work) [30-32]. Unlike role theory, which primarily views conflict, this theory distinguishes between work-to-family and family-to-work conflict. The Spillover theory emphasizes the crossover effects highlighted in various studies [33]. Work-Family Conflict can be studied using the Spillover theory as a foundation because it helps understand the influence of one role (work or family) on the other (family or work).

Gutek & Larwood explain that there are two aspects of Work-Family Conflict French, et al. [34]. Those are work interference with family, a role conflict that arises when work-related interests and busyness interfere with or hinder family-related interests; and the family interference with work, which is a role conflict caused by family-related interests that disrupt or impede the functioning of one's job in an organization or company. According to the literature, Work-family conflict can be categorized into two types. The first is work-family disputes, which occur when job responsibilities interfere with family life. This can happen when tasks such as punctuality, daily chores, or working overtime clash with home responsibilities. The second type is family-work conflict, which arises when family responsibilities interfere with job responsibilities.

Work-family conflict can lead to significant stress and can diminish self-esteem and self-confidence Sirgy and Lee [35]. Sheaffer [5]. Is among the few who have studied and found that two role conflicts (Work-Family Conflict and Family-Work Conflict) negatively impact self-efficacy attitudes and behaviors (salespeople) in the workplace. Intuitively, one can conclude that with limited coping resources, employees' belief in their ability to complete tasks and achieve goals decreases when Work-Family Conflict is high. Research findings indicate a negative impact of work-family conflict on psychological security and well-being [36]. Women are more likely to experience both phases of work-family conflict and have higher levels of self-doubt than men [37]. Work-family conflict results in a lot of stress and reduces self-esteem and self-confidence [35]. Therefore, the proposed hypothesis is as follows:

H1: The higher the work-family conflict (X1), the more negatively it will affect the self-efficacy of female police officers.

Two types of work-family conflict have a direct negative impact on affective organizational commitment [38]. Family stress and negative emotions, such as disappointment, frustration, and guilt, resulting from work-family conflict, can diminish employees' emotional attachment to their organization [39]. Work-life conflict has a significant negative influence on commitment [40-43]. Therefore, the proposed hypothesis is as follows:

H2: The higher the work-family conflict (X1), the more negatively it will affect the Affective Commitment of female police officers.

2.3. *Fear of Success*

"Fear of success" is a form of behavior related to women's behavior in competitive achievement situations [44]. It can be viewed as a fear of success due to concerns that it may lead to negative consequences, such as social rejection and losing femininity [45]. Fear of success is a psychological phenomenon where an individual experiences anxiety or negative feelings related to achieving success or realizing their full potential. This fear can manifest in various ways, including self-sabotage, avoiding opportunities for advancement, and hesitance to set and pursue ambitious goals. These behaviors often stem from concerns about the potential consequences of success, such as increased responsibilities, social expectations, or changes in self-identity.

Impostor Syndrome is a term that describes a pattern of behavior in which an individual frequently doubts or even feels unworthy of their achievements and successes [46]. Individuals with Impostor Syndrome often feel that they do not deserve promotions, recognition, or accolades, leading them to see themselves as frauds. Those experiencing this syndrome frequently feel anxious, fearing that one day others will discover they are merely pretending and do not truly deserve acknowledgment for their accomplishments [47]. Impostor Syndrome greatly influences how individuals perceive their achievements in the workplace, and individuals with Impostor Syndrome tend to have a high fear of facing success [46]. Therefore, the proposed hypothesis is as follows:

H3: The higher the fear of success, the more negatively it will affect the self-efficacy of female police officers.

Women frequently demonstrate low levels of achievement in response to their experiences of success and exhibit a heightened fear of succeeding in future endeavors. They often encounter gender discrimination shaped by socialization processes and are constrained by religious and patriarchal norms, which influence their beliefs and experiences regarding success and accomplishments [48]. Fear of success and low self-esteem hinder career planning, ambition, and motivation to take leadership roles. Path analysis reveals that impostor syndrome harms students' career planning, ambition, and motivation to lead as they transition into the workforce. The findings suggest that the impostor phenomenon affects career development in various ways, depending on the stage of one's career [47]. Therefore, the proposed hypothesis is as follows:

H4: The greater the fear of success, the more negatively it impacts the affective commitment of female police officers.

2.4. Self-Efficacy

The theory of self-efficacy Lyons and Bandura [49]. Individuals collect information to evaluate performance achievements, observational experiences, persuasive influences, and physiological indicators. High self-efficacy does not guarantee competent performance when the necessary skills are absent [50]. The expectation of outcomes achieved or the belief in the likelihood of success is highly dependent on a person's self-confidence [51].

Self-efficacy beliefs in managing negative emotions in the workplace are cognitive structures that can be altered [17]. The literature on social cognitive theory offers some suggestions on how to promote positive beliefs in individuals in managing negative emotions and dysphoric influences. Therefore, strengthening employees' self-efficacy in managing negative feelings in the workplace will impact their desire to remain in the organization [52]. Hence, the proposed hypothesis is as follows:

H5: The greater the belief in one's capabilities (self-efficacy), the more positively it will influence the affective commitment of female police officers.

Employees who perceive themselves as having low self-efficacy when both job stress and job control are high [53]. Low organizational trust can increase employees' desire to leave when self-efficacy is low [49]. Organizational leaders should know that highly self-confident employees are at a greater risk of turnover when they are dissatisfied with the organization [54].

Affective organizational commitment is positively influenced by self-efficacy [58]. Teachers with stronger self-efficacy beliefs tend to have greater organizational commitment [8]. Factors such as general self-efficacy, awareness, and positive influence have been found to relate to affective commitment in individuals directly [55]. Self-efficacy has been shown to have a significant positive association with affective commitment [56]. The proposed hypotheses are as follows:

H6: Self-efficacy will mediate the impact of family-work conflict on the affective commitment levels of female police officers.

H7: Self-efficacy will mediate the effect of fear of success on the affective commitment of female police officers.

2.5. Intrinsic Motivation

According Ryan and Deci [57]. Motivation can be categorized into intrinsic and extrinsic types. Intrinsic motivation often aligns with curiosity or a natural tendency to seek new challenges, expand one's capabilities, explore, and learn [58]. Intrinsic motivation is characterized by curiosity, a desire to overcome challenges, exploration, a thirst for knowledge, and personal satisfaction from engaging in activities [63]. Extrinsic motivation refers to external factors, such as rewards or punishments—both tangible and intangible—that provide benefits beyond the activity itself. In contrast, intrinsic motivation involves engaging in behaviors, thoughts, actions, or activities for their own sake, without any specific external incentives [59].

Intrinsic motivation is a drive that comes from within an individual, without clear external incentives or prompts [60]. Intrinsically motivated people engage in activities or tasks because they derive satisfaction, joy, or personal interest from them, rather than just for external rewards or recognition. Intrinsically driven individuals tend to be more committed, creative, and enthusiastic in pursuing their goals because they feel a strong emotional connection to the activity. Additionally, perceptions of self-efficacy enhance employee motivation and are effective predictors of learning and overall motivation [61]. Self-efficacy beliefs have been shown to have convergent validity in influencing critical motivational factors, such as effort, choice of activities, and perseverance. In this context, intrinsic motivation tends to decrease when extrinsic rewards are provided, especially if these rewards are contingent on performance. This is because extrinsic rewards can undermine individual autonomy and diminish personal feelings of competence. Individuals with high self-efficacy work more enthusiastically and are more likely to persist in facing challenges than those who doubt their abilities. Therefore, the proposed hypotheses are as follows:

H8: Intrinsic motivation moderates how family-work conflict affects the affective commitment of female police officers

H9: Intrinsic motivation influences how fear of success affects the emotional commitment of female police officers.

3. Methods

The research design employed in this study is explanatory research, which aims to confirm existing theories through a survey method and a quantitative approach. The population includes all female police officers in Polwil Madiun, totaling 300 individuals. The study utilizes a confidence level of 0.05%, resulting in a sample size of 172 respondents selected from this population using a purposive sampling technique.

Work-Family Conflict is assessed using time-based, tension-based, and behavior-based conflict indicators. Fear of Success is evaluated through indicators such as setting low goals [62], procrastination [63], perfectionism [64], and quitting [65]. Self-efficacy is evaluated through indicators of vicarious learning, the ability to handle challenging situations, resilience, and the capacity for forethought. Intrinsic motivation is assessed using indicators related to the job, including progress, responsibility, rewards, and achievements. Affective commitment is measured by indicators of loyalty, pride, involvement, the perception of the organization as the best, and emotional attachment to the workplace [66].

The research method utilizes a questionnaire that features a 5-point Likert scale. The collected data is analyzed using Structural Equation Modeling (SEM) as the analytical tool. An essential evaluation is performed in the Partial Least Squares (PLS) analysis to assess the measurement model (outer model). This evaluation focuses on determining the validity and reliability of the indicators that measure the latent variables.

Table 1.
Outer Loading Calculation Results.

Indicator	Outer Loading	t-statistics	t-table ($\alpha = 5\%$)	p-value
Time-based conflict	0.899	47.865	1.960	0.000
Strain-based conflict	0.882	55.321	1.960	0.000
Behavior-based conflict	0.856	31.503	1.960	0.000
Low goals	0.833	26.846	1.960	0.000
Procrastination	0.834	31.544	1.960	0.000
Perfectionism	0.849	30.108	1.960	0.000
Quitting	0.788	24.765	1.960	0.000
Vicarious learning	0.814	26.408	1.960	0.000
Challenging situations and resilience	0.884	40.310	1.960	0.000
Forethought	0.826	24.884	1.960	0.000
The job itself	0.811	29.922	1.960	0.000
Progress	0.793	23.822	1.960	0.000
Responsibility	0.759	17.260	1.960	0.000
Recognition	0.824	29.047	1.960	0.000
Achievement	0.817	28.591	1.960	0.000
Loyalty	0.770	20.178	1.960	0.000
Pride	0.805	29.542	1.960	0.000
Participation	0.771	24.079	1.960	0.000
Considering the organization as the best	0.772	20.979	1.960	0.000
Emotionally attached to the workplace	0.788	24.502	1.960	0.000

Based on the convergent validity test results for each variable, it can be concluded that all indicators are valid. Consequently, they can be used to explain the research variables.

Discriminant validity testing is performed in two ways: cross-loading and the square root of the Average Variance Extracted (AVE) or AVE root. The results of the testing for each variable are explained as follows:

Table 2.
Reliability Result.

	Cronbach's Alpha	Composite Reliability	AVE
Affective Commitment	0.841	0.887	0.611
Fear of Success	0.846	0.896	0.683
Intrinsics Motivation	0.861	0.900	0.642
Moderating Effect 1	1.000	1.000	1.000
Moderating Effect 2	1.000	1.000	1.000
Self Efficacy	0.796	0.879	0.708
Work Family Conflict	0.854	0.911	0.773

Table 2 shows that the reliability testing results for each construct can be considered reasonable. This is evidenced by the AVE values for each construct being > 0.5 , the composite reliability values, and the Cronbach's alpha values for each construct being > 0.7 . Referring to Chin's opinion as cited in Ghazali and Hapsari [67] the results of good composite reliability for each construct can be used in the analysis process to determine whether there is a relationship between each construct, as the obtained values are > 0.70 .

4. Results

Once the estimated model satisfies the convergent and discriminant validity criteria, the next step is to conduct structural model testing (inner model). This involves examining the relationships between latent constructs by analyzing the estimation results of the path coefficient parameters and their significance levels.

Table 3.
Goodness Of Fit (R-Square).

	R Square
Affective Commitment	0.582
Self Efficacy	0.181

Table 3 presents the coefficient of determination (R-squared) for the Affective Commitment variable (Y1), which is 0.582. This indicates that 58.2% of the variance in Affective Commitment can be explained by factors such as Work Family Conflict, Fear of Success, Self-Efficacy, and the moderating variable, Intrinsic Motivation. The remaining 41.8% of the variance is influenced by other variables not included in this study. In addition, the R-squared value for the Self-Efficacy variable, which is influenced by Work Family Conflict and Fear of Success, accounts for 18.1% of the variance. Conversely, 81.9% of the variance in Self-Efficacy is affected by other unexamined variables outside the scope of this study.

The testing produced a structural model that illustrates how the constructs of Work-Family Conflict and Fear of Success affect Affective Commitment. This relationship is mediated by Self-Efficacy and moderated by Intrinsic Motivation. Data processing was conducted using the software tool Smart PLS v3.0. The results of the data processing are presented in the following image:

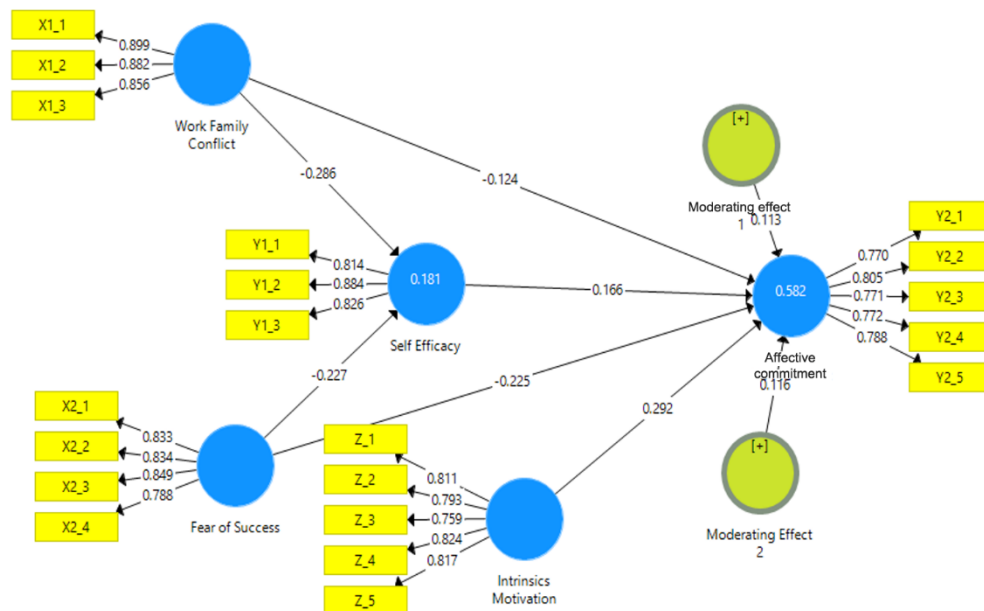


Figure 1.
Complete SEM-PLS Model with Mediation and Moderation

To determine whether a hypothesis is accepted, compare the t-value (t-test statistic) to the value from the t-table. The hypothesis is accepted if the t-value is greater than the t-table value. For a significance level of 5%, the t-table value is 1.96. For more detailed information, please refer to Table 4 below.

Table 4.
Direct Influence Path Coefficients.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Fear of Success -> Affective Commitment	-0.225	-0.227	0.057	3.952	0.000
Fear of Success -> Self-Efficacy	-0.227	-0.232	0.070	3.259	0.001
Intrinsics Motivation -> Affective Commitment	0.292	0.291	0.073	3.989	0.000
Moderating Effect 1 -> Affective Commitment	0.113	0.110	0.055	2.039	0.042
Moderating Effect 2 -> Affective Commitment	0.116	0.120	0.053	2.200	0.028
Self Efficacy -> Affective Commitment	0.166	0.165	0.059	2.836	0.005
Work Family Conflict -> Affective Commitment	-0.124	-0.124	0.061	2.016	0.044
Work Family Conflict -> Self-Efficacy	-0.286	-0.285	0.085	3.385	0.001

The results of the data analysis confirm the following findings for each hypothesis. For Hypothesis 1, work-family conflict negatively impacts self-efficacy, as indicated by an original sample estimate of -0.286, with a t-value of 3.385 exceeding the critical value of 1.96 and a p-value of 0.001, less than 0.05. This establishes a significant negative relationship, supporting the acceptance of Hypothesis 1. For Hypothesis 2, work-family conflict also negatively affects Affective Commitment, with an original sample estimate of -0.124, a t-value of 2.016 exceeding 1.96, and a p-value of 0.044, confirming a significant negative influence and validating Hypothesis 2.

Hypothesis 3 indicates that the fear of success negatively affects self-efficacy, with an original sample estimate of -0.227, a t-value of 3.259 that exceeds 1.96, and a p-value of 0.001, confirming a significant negative impact and supporting the hypothesis. Hypothesis 4 indicates that the fear of success hurts Affective Commitment. The original sample estimate is -0.225, with a t-value of 3.952, which exceeds the threshold of 1.96, and a p-value of 0.000. These results suggest a significant negative influence, supporting the hypothesis. In contrast, Hypothesis 5 demonstrates that self-efficacy positively affects Affective Commitment. The original sample estimate for this relationship is 0.166, with a t-value of 2.836 exceeding 1.96 and a p-value of 0.005. This indicates a significant positive relationship and validates the hypothesis.

The indirect effect was tested using SEM PLS, and the results are shown in the table below:

Table 5.
Indirect Effect Test Results

Path				Indirect Effect	t hitung	P values	Keterangan
Work Family Conflict	→	Affective Commitment	Self efficacy	-0.048	2.013	0.045	Significant
Fear of success	→	Affective Commitment	Self efficacy	-0.038	2.157	0.031	Significant

The mediating effect of self-efficacy is significant in the relationship between Work Family Conflict and Affective Commitment, and the relationship between fear of success and Affective Commitment. This is supported by the t-value of 2.013 ($t > 1.96$) and a p-value of 0.045, less than 0.05. Therefore, both the sixth and seventh hypotheses, which state that self-efficacy mediates the influence of Work Family Conflict and fear of success on Affective Commitment of female police officers, are accepted. Furthermore, moderation effects were analyzed to explore how intrinsic motivation influences the relationship between work-family conflict, fear of success, and affective commitment. The hypothesis testing specifically examined the T-statistics and P-values of the moderating effect variables.

Research hypotheses are accepted when the P-values are less than 0.05. The results of the hypothesis testing in this research are as follows:

Table 6.
Moderation Effect Path Coefficient.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> Affective Commitment	0.113	0.110	0.055	2.039	0.042
Moderating Effect 2 -> Affective Commitment	0.116	0.120	0.053	2.200	0.028

The moderation effect test showed a t-value of 2.039 ($p = 0.042$) for the relationship between Work Family Conflict and Affective Commitment, indicating that Intrinsic Motivation significantly moderates this relationship. Similarly, the t-value for the relationship between Fear of Success and Affective Commitment was 2.200 ($p = 0.028$), confirming the significant moderating role of Intrinsic Motivation. Therefore, both aspects of the eighth hypothesis are supported.

The impact of Work Family Conflict and Fear of Success on Affective Commitment varies in magnitude before and after the moderation of Intrinsic Motivation, as indicated by the coefficient of determination (R-squared) in the Smart-PLS output. The results are as follows:

Table 7.
Comparison of the influence of Work-Family Conflict and Fear of Success on Affective Commitment, both before and after the moderation of Intrinsic Motivation.

Influence	Before moderated		After moderated	
	Coefficient	R square	Coefficient	R square
Work Family Conflict terhadap Affective Commitment	-0.263	0.455	-0.124	0.582
Fear of Success terhadap Affective Commitment	-0.352		-0.225	

The table above indicates that the coefficient of determination (R^2) for the impact of Work-Family Conflict and Fear of Success on Affective Commitment, before accounting for the moderation effect of Intrinsic Motivation, is 0.455, or 45.5%. Once Intrinsic Motivation is introduced as a moderating factor, the R^2 value rises to 0.582, or 58.2%. High intrinsic motivation can significantly impact the relationship between work-family conflict, fear of success, and affective commitment. Specifically, the coefficient for work-family conflict decreased from -0.263 to -0.124, and the coefficient for fear of success decreased from -0.352 to -0.225 after incorporating intrinsic motivation as a moderating factor. This suggests that high inherent motivation can weaken the adverse effects of work-family conflict and fear of success on affective commitment.

5. Discussion

Work-Family Conflict (WFC) significantly negatively impacts the self-efficacy of female police officers (Polwan) in Madiun Regency and City. The strain from balancing dual roles—where work interferes with personal life or vice versa—can undermine individuals' confidence in fulfilling their responsibilities. The competing demands of professional and domestic roles often lead to self-doubt regarding one's ability to effectively manage both areas. Research by Alessandri, et al. [17] indicates that WFC weakens emotional regulation, hindering adaptation and achieving goals. Borelli, et al. [68] argue that this type of stress can undermine self-confidence and lead to increased negative emotional responses, ultimately harming the psychological well-being of policewomen (Polwan). Work-family conflict (WFC) also negatively impacts Polwan's emotional commitment to their work. The ongoing tension between work and family responsibilities can weaken their emotional attachment to the organization. Zheng and Wu [39] found that such conflicts reduce employees' emotional engagement with their workplace. Furthermore, Nart and Batur [43] observed that the pressure from juggling dual

demands can lower commitment levels. Consequently, organizations should support work-life balance by implementing flexible work policies and promoting mental health initiatives.

Fear of Success (FoS) does not impact Polwan's self-efficacy significantly. While FoS is often linked to Impostor Syndrome—where individuals question their accomplishments—female officers generally maintain confidence in facing challenges. Even when they have concerns about the implications of success, they usually remain assured of their abilities. However, some studies suggest that FoS may still diminish affective commitment, particularly due to internal conflicts between their actual, ideal, and expected selves, as explained by Self-Discrepancy Theory [69].

Self-efficacy plays a crucial role in shaping the affective commitment of Polwan by enabling them to manage negative emotions in the workplace. When individuals have high levels of self-efficacy, they are better equipped to handle work-related stress, which, in turn, fosters more substantial organizational commitment. Research conducted by Zeb, et al. [70] found that employees with higher self-efficacy tend to be more motivated and engaged. Additionally, a study by Jiang and Johnson [52] showed that enhancing self-efficacy strengthens organizational loyalty. Therefore, improving self-efficacy is essential for increasing Polwan's affective commitment.

WFC and FoS can diminish self-efficacy; however, self-efficacy mediates how these factors affect affective commitment. Female officers with strong self-efficacy are better equipped to manage conflicting role demands while maintaining their emotional connection to the organization. Their belief in their abilities is crucial for balancing professional and personal responsibilities and aligning with the organization's values. Self-efficacy—the belief in one's capacity to control motivation, behavior, and environment—is fundamental to organizational performance and commitment. Polwan, who has high self-efficacy, demonstrates confidence, initiative, and resilience in the face of stress. In contrast, low self-efficacy leaves individuals more vulnerable to role conflict and disengagement from the organization.

Strengthening self-efficacy is a crucial strategy for helping Polwan maintain their commitment while managing the pressures of dual roles. Intrinsic motivation further enhances the positive effects of self-efficacy on emotional commitment, serving as a protective factor against the negative impacts of work-family conflict (WFC) and fear of success (FoS). Polwan with strong intrinsic motivation believe in their abilities and feel personally driven to contribute to their organization, which deepens their emotional attachment and engagement.

This study acknowledges several limitations. Although the initial research design aimed to include female police officers from Ponorogo, Madiun City, and Madiun Regency, the final sample was limited to Madiun City and Madiun Regency. The participants shared similar characteristics and were part of a military-style organizational culture, which may have introduced bias. This environment, emphasizing obedience to superiors, could influence their experiences of stress and fear of success, making it difficult to assess these variables independently. Additionally, the self-efficacy variable's coefficient of determination (R-squared) was low, with only 18.1% of the variance explained by work-family conflict and fear of success. Factors outside the study's scope likely influenced the remaining 81.9%. Relying solely on a quantitative method restricted the depth of the findings. A mixed-method approach that incorporates qualitative data could provide a more thorough understanding.

Future research should focus on expanding the sample size and employing longitudinal designs with structural equation modeling to explore better causal relationships among work-life conflict, fear of success, and commitment. Additionally, including other moderating and mediating variables, such as spirituality and psychological well-being, would be beneficial. Investigating populations outside of military-related cultures may also offer insights into how intrinsic motivations influence achievement without the constraints of hierarchical obedience. Organizations should develop strategies to help female officers manage stress by utilizing coping mechanisms such as problem-focused coping, social support, religious practices, optimistic thinking, assertiveness training, and structured stress management programs. Enhancing job autonomy, improving workplace comfort, and creating recreation and social interaction opportunities can significantly improve overall psychological well-being. The study also revealed that the "sense of pride" was the lowest-scoring indicator of affective

commitment, indicating a need for organizations to foster a stronger sense of pride among their personnel. Additionally, among indicators of intrinsic motivation, the "sense of responsibility" scored the lowest, suggesting that institutions should focus on reinforcing personal accountability among their officers.

In conclusion, this research highlights three key findings. First, work-family conflict harms self-efficacy and affective commitment among female police officers. High levels of conflict diminish their confidence and emotional connection to the organization. Second, a fear of success leads to lower self-efficacy and decreased commitment. Third, self-efficacy mediates these relationships; higher confidence allows officers to manage stressors more effectively and maintain commitment. Additionally, intrinsic motivation moderates the effects of work-family conflict and fear of success by enhancing internal drive and emotional resilience. Officers with strong inherent motivation are better equipped to balance their roles and remain committed to their organizations, despite external and internal challenges.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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