

Behavior Based Work Family Conflict, Age, and Tenure as Antecedents of Organizational Commitment: A Study of Policewomen

Resekiani Mas Bakar
Universitas Negeri Makassar

Muh Auliah Rahmat
Universitas Negeri Makassar

Hilwa Anwar
Universitas Negeri Makassar

Journal of Correctional Issues
2025, Vol. 8 (1)
Politeknik Ilmu
Pemasyarakatan

Review
25-02-2025

Accepted
15-04-2025

Abstract

The limited number of police women in Indonesia poses a challenge not only to the implementation of security in society but also to the problem of organizational commitment due to work-family conflicts that occur from the dual role of being a policewoman and being responsible at home. This study examines the effect of work-family conflict and personal factors (age and tenure) on the organizational commitment of women police officers. This study also analyzes the aspect of work-family conflict, which significantly increases the organizational commitment of women police officers. The study's respondents were 80 policewomen in one of the Metropolitan Police Station (Polrestabes) areas in Indonesia who were married and had children. Data collection used self-reporting in the form of a work-family conflict scale and organizational commitment scale. Regression test analysis shows a negative effect of work-family conflict on organizational commitment. Behavior-based conflict is a substantial aspect for police women in increasing organizational commitment. This research has implications for the police institution in creating a working system that can balance work and family for a positive organizational.

Keywords : *Police women; organizational commitment; work-family conflict*

Pendahuluan

Policewomen are one of the professions that have become a concern and need of the world. Based on data from several countries, the New York Police Department employs 35,000 police officers, and only 6,000 police are women (Guajardo, 2015). Statistics New Zealand Police (2016) employs 7,162 police officers, and only 1,669 are policewomen. Central Reserve Police Force (2022) has around 1,617,461

policemen, and only 105,325 are policewomen. Metropolitan Police (2020) consists of 4,002 policemen and only around 1,279 police women. The Indonesian National Police Chief said that currently, Indonesia only has 24,506 police women (Aziz, 2020). The Minister of Finance of the Republic of Indonesia focused on the number of policewomen in Indonesia who only make up 5% of the total Indonesian police force, even though the Indonesian National Police is

Resekiani Mas Bakar, dkk

one of the largest institutions after China (Hasibuan, 2022).

Global data, especially in Indonesia, shows that the number of policewomen is still limited and has its challenges. Cordner and Cordner (2011) wrote that the lack of policewomen was that they saw that the police profession was unattractive to women. The police have functions in the maintenance of security, order, law enforcement, protection, and protection service to the community, and carry out identification processes related to police psychology for the benefit of carrying out police duties. Members of the police will also carry out demanding tasks when working, such as managing traffic on the highway, being active in forensics or health, playing an active role in the human resources section, and also playing a role in criminal investigations. Such working conditions make the police have a heavy workload when carrying out their duties (Ramadhani & Khoirunnisa, 2018), especially for policewomen with dual roles as mothers and wives at home.

The police frequently work irregular hours and at any time must always be ready wherever they are if there is a call from the chief to carry out their duties regardless of time and place. The police also experience dangerous working conditions that other jobs have never faced because the police are tasked with protecting and saving the community. Based on these conditions, every police personnel must be committed to realizing the goals of the organization (Ansel & Wijono, 2013).

McShane and Glinow (2015) suggest that organizational commitment is members' emotional bond and loyalty to the organization at work. Police who are committed to the organization will behave professionally and uphold the values set by the organization. Police

Behavior-based Work Family

with organizational commitment will avoid behaviors such as skipping office during working hours, not completing assignments given by the leadership, and avoiding acts of violence (Ansel & Wijono, 2013).

Pierce and Jussila (2011) express that organizational commitment can increase the psychological attachment between employees and the organization. Employees who are committed will be loyal, so it has a positive impact on organizational achievement. Akintayo (2010) shows that male employees have higher organizational commitment than female employees. This research shows that women who are married and have children experience work-family conflict more frequently at work, which negatively impacts organizational commitment. Women have to carry out their duties and responsibilities as housewives resulting in decreased employee commitment to the organization (Rehman & Waheed, 2012).

The research above is in line with the results obtained by researchers when conducting initial data collection on 31 police women who served at Polrestabes in an area. Preliminary data were obtained by spreading the scale of organizational commitment. The initial data results show that the percentage of respondents with high organizational commitment is (6.45%), and the moderate category is (77.4%). The percentage of respondents with low organizational commitment is (16.1%). The initial data results show that policewomen who serve in the regional Polrestabes have moderate and low organizational commitment. The results of observations made by the authors indicate that the behavior shown by police women is late for work, late for

morning assembly, not focused at work, and lack of motivation in attending work meetings. This behavior is an indicator of organizational commitment, including motivation to work and willingness to try as much as possible to achieve organizational goals and interests.

Colquitt et al. (2015) suggest that employees who do not have organizational commitment tend to avoid work situations in the organizational environment. Employees showing withdrawal may eventually lead to resignation from the organization. McShane and Glinow (2015) argue that employees who have organizational commitment will have a positive impact because employees are not actively involved when working to achieve organizational goals. Employees with low organizational commitment will negatively impact turnover, absenteeism, and lack of motivation at work, and employees need better performance at work.

Mowday, Steers, and Porter (1982) claim that there are factors from employee characteristics that influence commitment to the organization, namely personal characteristics, work experience, and characteristics related to roles or work. This phenomenon is known as dual role conflict or work-family conflict. Khan et al. (2000) writes that multiple role conflicts occur when roles at work and roles in the family do not mutually support one another. Work demands in the office are in the form of workload (Rosenzweig et al., 2001) and demands in the family regarding time to take care of household and children's needs (Yang et al., 2000).

Cao et al. (2000) argue that work-family conflict or work-family conflict is a conflict between roles because employees have difficulty placing

positions between carrying out responsibilities and family interests or carrying out responsibilities to meet the needs of their work according to organizational demands. Greenhaus and Beutell (1985) argue that work-family conflict is a conflict that conflicts with each other because employees only focus on devoting time to one role; it interferes with other roles. Work-family conflict in female employees arises when it is difficult to balance work and family matters. Employees who experience work-family conflict will need clarification on work demands because, on the one hand, there are also family demands that must be resolved simultaneously.

Several previous researchers have extensively investigated research related to organizational commitment. The most commonly used research context is organizational commitment and work-family conflict among female company employees. However, studies on police women in relation to work-family conflict and organizational commitment still need to be expanded and need attention.

Organizational Commitment

Organizational commitment is an attitude or persistence of behavior shown by employees, focusing on considering the extent to which the values and goals held by employees are aligned with organizational values. Organizational commitment also includes the psychological condition of employees to have desires, needs, and obligations to survive or be loyal to the organization (Meyer & Allen, 1991). Meyer and Allen (1997) argue that organizational commitment is an action given by employees to stay with the organization when going through difficult times. Employees who have organizational commitment also complete work

Resekiani Mas Bakar, dkk

regularly, maintain organizational assets and strive to achieve organizational goals.

Mowday et al. (1979) argue that organizational commitment is an action or behavior shown by employees when working in an organization, including actively contributing to achieving organizational welfare. Organizational commitment also has a psychological bond between employees and the organization so that employees choose to maintain their membership. Employees with organizational commitment will try their best by showing good performance when working to achieve the goals and interests of the organization. McShane and Glinow (2015) suggest that organizational commitment is employee loyalty to the organization. Employees who commit will be severe in completing tasks at work.

Mowday et al. (1979) express that organizational commitment consists of three aspects, namely: (1) employee trust and acceptance of organizational goals and values, (2) willingness of employees to try and be serious about achieving organizational goals, and (3) great desire that employees have to loyal and maintain membership in the organization. Three factors can affect organizational commitment: personal characteristics, including age, gender, years of service, and level of education possessed by employees.

Another factor is work experience which is an experience or event that has occurred or has been experienced by employees while working for the organization. Role factors also influence organizational commitment. One of the things included in the role or job characteristic factor is the work-family conflict variable. Female employees have two jobs and responsibilities, namely

Behavior-based Work Family

carrying out the role of a wife or housewife and carrying out the role of an employee, so that female employees experience work-family conflict at work.

Work-family Conflict

Work-family conflict occurs because incompatibility leads to conflict with one another (Greenhaus & Beutell, 1985). Work-family conflict is a role pressure experienced by employees when there is one most dominant role, and the pressure in the role is not following other roles, which causes conflict (Frone, Russell & Cooper, 1992). Carlson, Kacmar, and Williams (2000) suggest that work-family conflict is a source of stress experienced by employees when working in organizations because role pressures or demands occur simultaneously, and conflict between work and family leads to conflict.

Netemeyer et al. (1996) declare that work-family conflict is a form of role conflict in employees when the pressure and demands created by work can interfere with the implementation of duties and responsibilities related to the family. Employees who experience work-family conflict cannot work effectively because work-family conflict can interfere with the implementation of work-related duties and responsibilities in the organization. Hasan & Muafi (2023) proves that work life balance has an effective effect on organizational commitment. When employees feel a balance in work life, they will be more satisfied and loyal to the organization. This supports increased organizational commitment (Riffay, 2019).

Greenhaus and Beutell (1985) suggest that work-family conflict has three aspects, namely: (1) *time-based conflict*: occurs when the time used by

Resekiani Mas Bakar, dkk**Behavior-based Work Family**

employees is only specific to one role, so employees have difficulty participating in other roles. In this case, the time that employees specifically use will reduce the time in carrying out other roles in the family environment, (2) *strain-based conflict*: occurs when there is tension experienced by employees in carrying out one role; it can affect performance in other roles, (3) *behavior-based conflict*: occurs when employees experience difficulties in behaving in one role against another role. Behavior-based role conflict occurs when there is an incompatibility in carrying out roles at work and in the family environment.

Nwugbala (2016) found that female employees are more prone to experience work-family conflict which is time and strain-based, negatively affecting organizational commitment. Research conducted by Duxbury and Higgins (1991) shows that working women are more prone to experiencing work-family conflict because they have to fulfill two responsibilities between family and work. Work-family conflict will not occur if there is a balance between tasks in the family and work. Akintayo (2010) reported that work-family conflict has a negative effect on organizational commitment in female employees. This research proves that work-family conflict among employees is more significant for female employees than for male employees, so this tends to reduce organizational commitment to employees.

Work-family conflict is a research topic that needs to be studied because it decreases organizational commitment to employees. Work-family conflict can cause female employees to be ineffective at work because of the many demands on roles and responsibilities that occur simultaneously and conflict with each

other. Research conducted by Moon and Jonson (2012) on several police officers shows that policewomen are more prone to experiencing work-family conflicts while working. Hence, it has an impact on organizational commitment. The work-family conflict experienced by police women negatively affects work pressure, which can generate emotions. Police under heavy work pressure will find it difficult to control their emotions and feel frustrated.

H₁: Work-family conflict significantly negatively affects organizational commitment among policewomen. Higher levels of work-family conflict are associated with lower organizational commitment.

H₂: Among the dimensions of work-family conflict, time-based conflict has the strongest negative influence on organizational commitment among policewomen.

The meta-analysis study related to organizational commitment that correlates age and tenure conducted by Cohen (2010) shows that the relationship between age and organizational commitment is high at an early age (over 30 years old). Organizational commitment and tenure were related at the initial career stage in the first four years but increased during the next working period. Age and tenure are personal factors that influence organizational commitment. Increasing age has an impact on the limitations of alternative work performed.

The older, the more organizational commitment increases. Likewise, the higher the tenure, the higher the organizational commitment (Mowday, Porter, and Steers, 1982). Super (1957) argued that younger employees and less

Resekiani Mas Bakar, dkk**Behavior-based Work Family**

tenure would have lower organizational commitment than more senior ones. Based on the developmental model Super theory (Brimeyer et al., 2010) writes that in the late stages, individuals begin to withdraw from work and are likely to experience a decrease in commitment. The work trial period shows commitment and involvement. Meyer et al. (1993) found a relationship between tenure and work experience on the organizational commitment of staff. Thus, the age and tenure of female police officers may affect organizational commitment.

H₃: Age and tenure significantly influence the organizational commitment of policewomen. Increased age and longer tenure are associated with higher levels of organizational commitment.

Method**Research Design**

This study is explanatory research that aims to explain the effect of the work-family conflict variable on organizational commitment. The research design is a quantitative survey. Respondents completed a self-report in the form of an organizational commitment scale and a work-family conflict scale.

Sample

The sample of this research is all police women in one of the Metropolitan Resort Police Stations in Indonesia. The sample criteria are (1) married policewomen and (2) having children. The total respondents in this study comprised 80 people. The sample selection technique is a total sampling; namely, the number of research respondents is the same as the population. Recruiting respondents was done manually by distributing sheets of

willingness to participate as research respondents. Respondents' willingness to participate in this study was voluntary.

Measurement and Data Collection

Data collection was carried out in October 2021. Respondents received questionnaires manually. Each policewomen respondent received a questionnaire in the form of demographic and identity data, an organizational commitment scale, and a work-family conflict scale. An Indonesian version of the scale was given to respondents. The original questionnaire was adapted from the English version to the Indonesian version. The translation-back translation method was used to adapt the measurement instruments. The validity of the scale uses rational analysis and expert judgment by three industrial and organizational psychology experts to see the suitability of the theoretical content, aspects, indicators, and language to be used in the research. Aiken's V scores on organizational commitment and work-family conflict ranged from 0.78 to 1.00, respectively. The expert panel indicates that each measuring tool is appropriate and relevant, up to above 80%.

The organizational commitment and work-family conflict scales that will be used are tested first. The limited population of policewomen has led to trials being carried out in professions that are considered the same, namely nurses. Scale trials were conducted on 75 nurses. Nurses have the same job characteristics as policewomen because of the high risk of work, and both of these professions require them to carry out their duties outside working hours when there are essential conditions.

Organizational Commitment Scale

Resekiani Mas Bakar, dkk**Behavior-based Work Family**

Organizational commitment is measured by 14 items. This measuring tool is adapted to the organizational commitment scale Mowday et al. (1979) prepared. One of the item examples: "I am willing to work and accept any assignment from this organization". Content validity is carried out using expert judgment. The Indonesian version of the organizational commitment scale shows a Cronbach alpha value of 0.81 with an item correlation value of 0.39 to 0.77. The measurement of the organizational commitment scale moves from 1 (strongly disagree) – 5 (strongly agree). The measurement scale is unidimensional, namely the total score of all dimensions of organizational commitment.

Skala Work-Family Conflict

Work-family conflict is measured based on the aspects stated by Greenhaus and Beutell (1985) consisting of three dimensions, namely time-based conflict, strain-based conflict, and behavior-based conflict, with 14 items. Expert judgment is used to guarantee the validity of measuring instruments. The Indonesian version of the work-family conflict scale shows a reliability value in the good category, namely $\alpha = 0.81$, with a total item correlation of 0.54 to 0.81. An example of a work-family conflict item: "I cannot carry out work and family roles at the same time." The measurement of the work-family conflict scale ranges from 1 (strongly disagree) – 5 (strongly agree). The measurement scale is multidimensional, which allows a total score on each dimension or a total score on all dimensions.

Data Analysis

In answering the hypothesis, this study uses regression analysis in the data processing. This study hypothesizes that work-family conflict significantly influences organizational commitment (H_1), and the time-based dimension strongly affects work-family conflict (H_2).

Ethical Considerations

In applying research ethics, the researchers use measurements to determine whether risks can occur from the research procedures to be carried out. The researchers asked for permission from the Metropolitan Resort Police Station to conduct the research. The identity of the respondent is confidential. It is conveyed that participation does not affect their performance appraisal.

Result and Discussion**Respondents Characteristics**

Using the total sampling technique, the majority of respondents were aged 22-30 years (41%), length of service 1-10 years (39%), marital status was married and living with husband (77%), age of marriage 1-5 years (41 %), and the average number of respondents has two children (31%). Of the 80 people, 50 respondents (62.5%) were in the medium-level category of organizational commitment, and 61 people (76.3%) were in the medium-level category of work-family conflict.

Tabel 1. Characteristics of Respondents

Characteristics	f	%	Characteristics	f	%
Age			Tenure		
22-30 years	41	51.3	1-10 years	39	48.8
31-35 years	4	5.0	11-20 years	20	25.0
36-40 years	15	18.8	> 20 years	21	26.3
41-45 years	3	3.8	Marital status		
46-50 years	7	8.8	Merry	77	96.3
51-55 years	10	12.5	Divorced	3	3.7
Number of Children			Marriage Age		
One child	28	35.0	1-5 years	41	51.3
Two children	31	38.8	6-10 years	5	6.3
Three children	14	17.5	11-15 years	13	11.3
Four children	5	6.3	16-20 years	9	15.0
Five children	2	2.5	>20 years	12	15.0
Organizational Commitment			Work-Family Conflict		
Low	21	26.3	Low	13	16.3
Moderate	50	62.5	Moderate	61	76.3
High	9	11.3	High	6	7.5

Table 2. Correlation between Variabels

	1	2	3	4	5	6
1. Age						
2. Working Period	0.92**					
3. Marital Status	-0.01	-0.02				
4. Number of Children	0.68**	0.63**	-0.01			
5. Age of Marriage	0.93**	0.93**	-0.04	0.67**		
6. Organizational Commitment	0.18	0.19	0.02	0.11	0.12	
7. Work-Family Conflict	-0.02	-0.02	0.06	0.04	-0.01	-0.02*

**Significant at the 0.01 level
*Significant at the 0.05 level

Effect of Work-Family Conflict on Organizational Commitment

Table 3 of the regression analysis shows a significant effect of work-family conflict on organizational commitment among policewomen, $F(1,79) = 4.915, p = 0.03$, with value $R^2 = 0.059$. Regression coefficient equation model: $Y = 62.3 - 0.2X$.

Table 3. Model Summary R-Square

R	R ²	Adjusted R ²	Std. Error of Estimate
0.243	0.06	0.04	6.96

The regression equation results show that for every 1-point increase in the work-family conflict variable, it will decrease organizational commitment by -0.2. This shows that the negative direction, namely an increase in work-

family conflict conditions for policewomen, can affect a decrease in organizational commitment. Thus the first hypothesis (H₁) is accepted. The contribution of the work-family conflict variable to organizational commitment in this study is 6.0%.

Aspects of Work-family Conflict on Organizational Commitment

The work-family conflict variable has been shown significantly reduce organizational commitment to police women. Regression tests were then carried out to find out which aspects of work-family conflict had the strongest influence on decreasing organizational commitment. Regression tests were carried out on the aspects of time-based conflict, strain-based conflict, and behavior-based conflict on organizational commitment. The results show that behavior-based conflict significantly decreases organizational commitment, $F(1.79) = 6.422, p = 0.01$. The other two aspects, namely time-based conflict and strain-based conflict, were not proven to significantly reduce policewomen organizational commitment. Thus the second hypothesis (H₂) is rejected.

The Influence of Age, Tenure, and Organizational Commitment of Women Police

Personal factors such as age and tenure for female police officers have no significant effect on increasing organizational commitment. The regression test for the age of female police officers on organizational commitment showed the result, $F(1.79) = 2.845, p = 0.09$, and tenure of female police towards organizational commitment shows results, $F(1.79) = 3.075, p = 0.08$. Thus the third hypothesis (H₃) is rejected.

Discussion

Resekiani Mas Bakar, dkk**Behavior-based Work Family**

This study aims to determine the role of work-family conflict on organizational commitment among policewomen. The results of the study show that there is a negative effect of work-family conflict on organizational commitment. Policewomen who experience an increase in work and home conflicts also experience a decrease in organizational commitment. The higher the work-home conflict, the lower the psychological condition of policewomen to survive or show loyalty to the organization or company.

This study's results align with research conducted by Oladejo and Awolusi (2018) found that there is a negative effect of work-family conflict on low organizational commitment to employees. This study found that the higher the level of work-family conflict caused by excessive pressure and role demands, the lower the employee's commitment to the organization. Lambert et al. (2020) show that work-family conflict has a negative effect on job satisfaction and employee commitment. Employees who experience work-family conflict in this study because they are married and have children, which affects performance and can reduce job satisfaction and organizational commitment.

Berry (1998) suggests that employees who experience conflict will feel tired and stressed at work because of the many demands of the role domain that must be fulfilled at the same time between the work domain and the family domain, so this can affect employee commitment to the organization. The explanation above is in line with the theory put forward by Glazer and Kruse (2008) that the conflict experienced by employees is a stressor at work.

Employees experience conflict at work because employees have too many roles and demands, which can trigger fatigue, psychological tension, and withdrawal in the organizational environment. Employees who experience conflict at work will have a negative effect on the intention of employees to leave the organization (Glazer & Kruse, 2008). Carlson et al. (2000) argue that conflicts among employees are a source of tension that can cause stress because some pressures and demands must be met immediately.

Policewomen are required to have loyalty to the organization when working; policewomen are also asked to uphold human rights, maintain the image of the police, comply with applicable legal norms and show a total sense of responsibility when carrying out their duties because this has been determined in the police ethical code (Kepolisian Negara Republik Indonesia Markas Besar, 2016). The work demands that every police woman has in carrying out work-related duties are not easy, coupled with the demands of duties at home in taking care of children and husbands, which can affect police performance such as lateness in arriving at the office, absenteeism, the desire to leave work, or complete housework while on duty. Work-family conflict can cause fatigue for policewomen because many demands occur simultaneously and must be met immediately; this can reduce congruence and loyalty in the workplace.

The interesting result of this study is that behavior-based conflict is an aspect that influences the decrease in the organizational commitment of policewomen, compared to time-based conflict and strain-based conflict. These results are different from previous research, which proves that a work

Resekiani Mas Bakar, dkk**Behavior-based Work Family**

schedule that takes up much time can trigger work stress (Vickovic & Morrow, 2019), thus having a negative impact on organizational commitment. The long working schedule of policewomen and the tension felt at work are proven not to be strong predictors of decreased organizational commitment but behavior-based conflict, which is a significant obstacle for policewomen.

Behavior-based conflict is a condition that occurs when police women experience difficulties in acting or behaving in one role over another. If there is a discrepancy in carrying out the role at work and home, policewomen experience behavior-based conflict. This result can be seen from the assessment of policewomen respondents 80% stated that when experiencing conditions below the work target, negative thoughts will also be contagious and occur at home. Another thing was also revealed from the answers of about 60% of respondents who stated that they did not enjoy gathering time with their families when there were many work demands that had to be completed by policewomen at the office. In another response, 35% of policewomen admitted that there was a behavioral conflict between the performance carried out while in office had a less significant impact on a better role in the family.

The researchers conducted the interview data to qualitatively describe the work-family conflict and organizational commitment of women police officers. Respondent B and respondent K are policewomen who are married and have children, admitting that they experience work-family conflicts because respondents cannot carry out their duties at the same time, between tasks obtained from the office and responsibilities from the family

environment. The two respondents stated they applied for permission when a family member was sick at home, making it difficult for them to carry out their roles in the office. Work-family conflict experienced by women occurs because there is pressure and the demands of the most dominant role, so it is not easy to participate in other roles. Lou (Zhou & Wen, 2016).

Respondent K stated that she must always be ready to carry out assignments outside the city for quite a long time so that he spends less time with her family. She must carry out the tasks assigned by the organization. Respondent B also admitted that she must always be ready to carry out security and make arrests if people violate the law. The two respondents claimed that they often worked overtime at the office to complete assignments according to a predetermined timeframe, making the respondents late to return home to carry out their roles at home. Respondents K and B also feel tired or tense because of the many excessive work demands that are obtained from the organizational environment and demands of role domains that must be fulfilled immediately in the family environment. Job demands obtained from the office environment include securing the community, making arrests if people break the law, managing traffic on the highway, maintaining order, and planning the budget needed by the organization. Demands are obtained from the family environment, such as looking after young children, taking children to school, preparing food for the family, caring for sick children and husbands, and doing housewife work at home.

This phenomenon can be explained through role theory (Biddle, 1979; Stein et al., 1968). Role theory is related to

social expectations of the role played by each individual, both as self and society. Self can be formed from several complex roles played by individuals. The complexity of roles (dual roles) in women can be a conflict that leads to depression and anxiety. Khan et al. (2000) argued that role conflict occurs when roles in work and roles in the family do not mutually work with one another. Policewomen who are less able to carry out dual theory jointly can impact organizational loyalty and the completion of tasks in the office

Conclusion

This study provides significant findings that negatively affect work-family conflict on policewomen organizational commitment. The conflict between behavior carried out at home and work behavior in the office contributes greatly to a decrease in loyalty to the organization, compared to time conflicts and work tension. These findings provide recommendations for the police to support a working system that can reduce work-family conflict among policewomen so that work and tasks can run effectively. These findings also provide recommendations for police organizations to monitor and pay attention to police women in carrying out their dual role as a wife or mothers and also play a role as public servants in maintaining security and order.

This study provides an overview and explanation of the effect of work-family conflict on organizational commitment, which is still limited to the context of the role of policewomen. Mutual management between one role and another is necessary to avoid role conflicts for women police officers. Playing a role in carrying out duties as a mother and wife at home is considered

sufficient to cause conflict with the roles carried out at work. In contrast to the implementation of roles in completing tasks at the office, characteristics of roles that are carried out at home have an impact on reducing organizational commitment. Policewomen also experience behavioral conflicts from different roles between the actions taken at home and the behavior seen in the office. This behavioral conflict plays a significant role in reducing the organizational commitment of women police officers. Thus, police organizations should be able to provide education and training in role management for policewomen who are married and have children. In addition, there is a need for a policy on a working system for police women that can support the effectiveness of their roles at home and carrying out their duties in the office.

Several limitations of this study may affect the results, including (1) The sample size needs to be increased. The research sample used total sampling, only in one police area. Further research needs to increase the number of samples. (2) Due to the limited sample in the study area, the instrument trial was carried out on nurses. Future research may consider testing the instrument on the same sample, policewomen. (3) The contribution of the work-family conflict variable to organizational commitment shows a low number, thus allowing testing of mediator variables such as social support.

Acknowledgement

The researchers would like to thank the POLRESTABES office for allowing us to collect the data. The researchers also thanked the policewomen who

Resekiani Mas Bakar, dkk

participated in this study and all those who assisted in data collection.

Referensi

- Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and Counseling*, 2(1), 1–8.
- Ansel, F. M., & Wijono, S. (2013). *Pengaruh keterlibatan kerja dan kepuasan kerja terhadap komitmen organisasi polisi*. Universitas Kristen Satya Wacana Salatiga. <https://repository.uksw.edu/handle/123456789/4104>
- Anugrah, M., & dan Sohidin, N. (2014). Hubungan antara Kepuasan Kerja dengan Komitmen Organisasional Karyawan Di PT Sari Warna Asli Garment-Surakarta. *Jupe UNS*, 2(2).
- Aziz, I. (2020). Kapolri: Polwan dan polisi laki-laki setara dalam berkarier di polri. <https://www.antaraneews.com/berita/1700242/kapolri-polwan-dan-%0Apolisi-laki-setara-dalam-berkarier-di-polriDiunduh>
- Biddle, B. . (1979). *Role Theory: expectations, identities, and behaviors*. Academic Press Inc.
- Brimeyer, T. M., Perrucci, R., & Wadsworth, S. M. D. (2010). Age, tenure, resources for control, and organizational commitment. *Social science quarterly*, 91(2), 511–530. <https://doi.org/10.1111/j.1540-6237.2010.00705.x>
- Cao, J., Liu, C., Wu, G., & Zhao, X. (2000). *Work – Family Conflict and Job Outcomes for Construction Professionals : The Mediating Role of A ff ective Organizational Commitment*. 1–24.
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000a). Construction and Initial Validation of a Multidimensional Measure of Work-Family Conflict. *Journal of Vocational Behavior*, 56(2), 249–276. <https://doi.org/10.1006/jvbe.1999.1713>
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000b). Construction and Initial Validation of a Multidimensional Measure of Work – Family Conflict. *Journal of Vocational Behavior*, 56(2), 249–276. <https://doi.org/10.1006/jvbe.1999.1713>
- Central Reserve Police Force. (2022). *National conference of woman in police*. <https://crpf.gov.in/ncwp.htm>
- Cohen, A. (2010). Age and tenure in relation to organizational commitment: A meta- analysis. *Basic and Applied Social Psychology*, 14(2), 143–159. <https://doi.org/10.1207/s15324834basp1402>
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2015). Organizational Behavior, Improving Performance and Commitment in Work Place. In *Mc GrawHill Education*.
- Cordner, G., & Cordner, A. M. (2011). Stuck on a plateau?: Obstacles to recruitment, selection, and retention of women police. *Police Quarterly*, 14(3), 207–226. <https://doi.org/10.1177/109861111413990>
- Duxbury, L. E., & Higgins, C. A. (1991). Gender differences in work^family conflict. *Journal of Applied Psychology*, 76(1), 60–73. <https://doi.org/10.1037//0021-9010.76.1.60>
- Edi, S. H. (2022). *Polisi Wanita (Polwan): Reformasi Kesetaraan Gender Dalam*

Resekiani Mas Bakar, dkk

- Tubuh Polri. *Krtha Bhayangkara*, 16(1), 139–150. <https://doi.org/10.31599/krtha.v16i1.1050>
- Giovanny Anggasta Buhali, & Meily Margaretha. (2013). Pengaruh Work-Family Conflict Terhadap Komitmen Organisasi: Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Management*, 13(1), 15–34.
- Glazer, S., & Kruse, B. (2008). The Role of Organizational Commitment in Occupational Stress Models. *International Journal of Stress Management*, 15(4), 329–344. <https://doi.org/10.1037/a0013135>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict between Work and Family Roles. *The Academy of Management Review*, 10(1), 76. <https://doi.org/10.2307/258214>
- Guajardo, S. A. (2015). New York City Police Department Downsizing and Its Impact on Female Officer Employment. *Journal of Ethnicity in Criminal Justice*, 13(4), 255–282. <https://doi.org/10.1080/15377938.2014.936640>
- Kepolisian negara Republik Indonesia Markas Besar. (2016). *Buku Saku Polisi Wanita Republik Indonesia*. <https://dokumen.tips/download/link/buku-saku-polwan.html>
- Khan, A. G., Kuek, C., Chaudhry, T. M., Khoo, C. S., & Hayes, W. J. (2000). Role of plants, mycorrhizae and phytochelators in heavy metal contaminated land remediation. *Chemosphere*, 41(1–2), 197–207. [https://doi.org/10.1016/S0045-6535\(99\)00412-9](https://doi.org/10.1016/S0045-6535(99)00412-9)
- Lambert, E. G., Liu, J., Jiang, S., Kelley, T. M., & Zhang, J. (2020). Examining the association between work–family conflict and the work attitudes of job satisfaction and

Behavior-based Work Family

- organizational commitment among Chinese correctional staff. *Psychiatry, Psychology and Law*, 0(0), 1–20. <https://doi.org/10.1080/13218719.2020.1734980>
- McShane, S. L., & Von Glinow, M. A. (2015). Organizational Behavior - Emerging Realities for the Workplace Revolution. In *McGraw-Hill*.
- Metropolitan Police. (2020). MPS Gender Pay Gap Analysis. https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/priorities_and_how_we_are_doing/corporate/gender-pay-gap-2020.pdf%0A%0A
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management Review*, 1(1), 61–89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/10.1037//0021-9010.78.4.538>
- Moon, M. M., & Jonson, C. L. (2012). The influence of occupational strain on organizational commitment among police: A general strain theory approach. *Journal of Criminal Justice*, 40(3), 249–258. <https://doi.org/10.1016/j.jcrimjus.2012.02.004>
- Mowday, R. T., Steers, R. M., Porter, L. W., Dubin, R., Morris, J., Smith, F., Stone, E., Van, J., Spencer, M. D., Mcdade, T., & Krackhart, D. (1979). The Measurement of Organizational

Resekiani Mas Bakar, dkk

Behavior-based Work Family

- Commitment. In *Journal of Vocational Behavior*, 14.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400–410. <https://doi.org/10.1037/0021-9010.81.4.400>
- Nwugballa, E. A. A. (2016). Evaluating the Relationship between Work-Family Conflict and Organisational Commitment among Rural Women Health Workers in Ebonyi State, Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 6(5), 528–540. <https://doi.org/10.6007/ijarbss/v6-i5/2169>
- Oladejo, M.J., Awolusi, O. D. (2018). Effect of work-family role conflict on employees, commitment and organizational performance: a study of aklad interlink concept nigeria. *Global Journal of Commerce & Management Perspective*, 7(2), 91–96. <https://doi.org/https://doi.org/10.24105/gjcmp.7.2.1813>
- Ramadhani, N. A & Khoirunnisa, R. N. (2018). Hubungan antara kepuasan kerja dengan komitmen organisasi pada polisi wanita. *Jurnal Psikologi*, 5(2), 1–6.
- Rehman, R. R., & Waheed, A. (2012). Work-Family Conflict and Organizational Commitment : Study of Faculty Members in Pakistani Universities. *Pakistan Journal of Social and Clinical Psychology*, 9(2), 23–26.
- Rosenzweig, B. P., Katz, E., Kort, S., Schloss, M., & Kronzon, I. (2001). Thromboembolus from a ligated left atrial appendage. *Journal of the American Society of Echocardiography*, 14(5), 396–398. <https://doi.org/10.1067/mje.2001.110328>
- Statistics New Zealand Police. (2016). *Current statistics of woman in NZ police*. <https://www.police.govt.nz/about-us/75-years-women-police/celebrating-our-current-staff/current-statistics-women-nz-police>
- Stein, K. B., Sarbin, T., & Kulik, J. A. (1968). Future Time Perspective: Its Relation To the Socialization Process and the Delinquent Role. *Journal of Consulting and Clinical Psychology*, 32(3), 257–264. <https://doi.org/10.1037/h0025923>
- Super, D. E. (1957). The psychology of careers; an introduction to vocational development. *Industrial and Labor Relation Review*, 11(3), 474–476.
- Vickovic, S. G., & Morrow, W. J. (2019). Examining the Influence of Work–Family Conflict on Job Stress, Job Satisfaction, and Organizational Commitment Among Correctional Officers. *Criminal Justice Review*, 45(1), 5–25. <https://doi.org/10.1177/0734016819863099>
- Yang, N., Chen, C. C., Choi, J., & Zou, Y. (2000). Sources of work-family conflict: A sino-U.S. Comparison of the effects of work and family demands. *Academy of Management Journal*, 43(1), 113–123. <https://doi.org/10.2307/1556390>
- hou, M., & Wen, B. (2016). An Empirical Study about the Impact of Work-family Conflict on Female Staff’s Career Development in Hotels. *Journal of Sustainable Development*, 9(5), 100.

<https://doi.org/10.5539/jsd.v9n5p100>

Artikel jurnal dan buku)

Tangney, J. P., Wagner, P., & Gramzow, R. (1992). Proneness to Shame, Proneness to Guilt, and Psychopathology. *Journal of Abnormal Psychology*.
<https://doi.org/10.1037/0021-843X.101.3.469>