

The Role of Emotional Intelligence in Mediating the Influence of Work-Family Conflict and Work Environment on Job Performance of Female Police Personnel of the Southeast Sulawesi Regional Police

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Abstract

The purpose of this study is to test and examine the role of emotional intelligence in mediating the influence of work-family conflict and work environment on job performance in Polwan Personnel of the Southeast Sulawesi Regional Police. The collection and respondents of this study were all Polwan Personnel of the Southeast Sulawesi Regional Police, totaling 126 people. The analysis tool used was SmartPLS. The results of the study indicate that work-family conflict has a negative and significant effect on emotional intelligence. Work-family conflict has a negative and significant effect on job performance. The work environment has a positive and significant effect on emotional intelligence. The work environment has a positive and significant effect on job performance. Emotional intelligence has a positive and significant effect on job performance. Emotional intelligence does not mediate the effect of work-family conflict on job performance. Then emotional intelligence mediates the effect of the work environment on job performance.

Keywords: *Work-Family Conflict, Work Environment, Emotional Intelligence, And Job Performance.*

Introduction

Human Resource Management (HRM) is understood as a strategic approach to managing the workforce so that organizational goals can be achieved effectively and efficiently. The development of HRM theory indicates a shift toward a strategic contingency approach that emphasizes the alignment of HRM practices with the organizational context and strategy (Guest, 2001). Within this framework, HRM is no longer universal but must be adaptive to the characteristics of the organization and the demands of the work environment. Wright and Snell (1998) emphasized the importance of strategic choices in workforce management, particularly regarding employee skill development and flexibility. In the police context, personnel are faced with complex, dynamic, and high-risk tasks, making individual adaptability to changing work situations crucial. Therefore, police organizations need to identify core competencies, design relevant training, and encourage personnel flexibility to improve operational effectiveness and the sustainable achievement of organizational goals.

The sustainability of HRM in police organizations is also influenced by stakeholder theory and occupational stress theory. Donaldson and Preston (1995) emphasized that organizations have responsibilities to various stakeholders, including personnel and the community, and therefore HRM policies must consider their well-being. Similarly, occupational stress theory suggests that unhealthy working conditions, such as long hours, role conflict, and an unsupportive work environment, can reduce personnel performance and well-being (Askenazy et al., 2006; Kira, 2003). This underscores the importance of balancing operational demands and psychological support in managing police personnel.

Mathis and Jackson (2011) view HRM as a combination of science and art in managing work relationships to optimally utilize human potential. This challenge is increasingly evident in police organizations, including the Southeast Sulawesi Regional Police, where personnel face high workloads, job risks, and demands to adapt to social dynamics and public expectations. This situation demands an

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HRM strategy that can maintain personnel well-being while simultaneously improving organizational performance and professionalism. Within the Southeast Sulawesi Regional Police, the management of female police officers (Polwan) is a critical concern, particularly regarding work-family conflict. The inability to manage their dual roles as both police officers and family members can reduce focus and motivation, and negatively impact physical and psychological health (Frone, 2000; Grandey & Cropanzano, 1999; Carlson et al., 2011). The unpredictability of work pressures, coupled with the dynamics of a work environment still dominated by men, increases the potential for stress and decreased job satisfaction among female police officers. Theoretically, work-family conflict occurs when work and family demands are not aligned, preventing individuals from optimally fulfilling their roles (Frone et al., 1997; Voydanoff, 2005; Wang, 2011). This conflict has been shown to negatively impact individual well-being, attitudes, and behavior (Mihelic & Tekavcic, 2014), and has the potential to reduce emotional intelligence due to increased stress and emotional exhaustion (Mayer et al., 2004). Empirical findings show mixed results, with some studies finding a significant negative effect of work-family conflict on emotional intelligence and performance (Chang et al., 2022; Rosyida et al., 2024; Aldhafeeri et al., 2025), while others show insignificant results (Siahaan, 2018; Yasape, 2024). In addition to work-family conflict, the work environment and emotional intelligence play an important role in shaping policewomen's performance. A conducive work environment can improve psychological well-being, emotional intelligence, and work effectiveness (Uno, 2012; Mauludyah et al., 2025), while emotional intelligence helps individuals manage stress, maintain professionalism, and make the right decisions (Goleman, 2006; Mayer et al., 2004). The contradictory empirical findings related to the relationship between work environment, emotional intelligence, and job performance encourage this study to examine the role of emotional intelligence as a mediator of the influence of work-family conflict and work environment on job performance of Polwan Polda Sultra, in order to provide theoretical contributions and practical implications for HR management in the police environment.

Literature Review

Work-Family Conflict

Work-family conflict (WFC) is understood as a form of inter-role conflict that arises when work and family demands are incompatible, preventing individuals from fulfilling their obligations in both domains. Netemeyer, Boles, & McMurrin (1996) explain that high work involvement, in terms of time, energy, and work pressure, often interferes with fulfilling family responsibilities. Similarly, Frone, Russell, & Cooper (1997) emphasize that the mismatch between work and family demands forces individuals to sacrifice one role, ultimately causing stress and reducing well-being. Allen et al. (2000) classify WFC into two main forms: work interfering with family (WIF) and family interfering with work (FIW), which describe the reciprocal interference between two equally important life domains. This imbalance, as suggested by Voydanoff (2005) and King (2013), is a form of role conflict that impacts an individual's effectiveness in simultaneously carrying out work and family roles. Furthermore, WFC is also understood as an individual's perception of work and family pressures that are felt to be difficult to balance (Wang, 2011), where limited resources such as time, energy, and attention are the main triggers of role conflict. McMillan et al. (2011) and Kossek et al. (2014) emphasized that the mismatch of these demands impacts psychological well-being, job satisfaction, family harmony, and individual performance effectiveness. Contextual factors such as long working hours, heavy workloads, job inflexibility, discrimination, and minimal family and superior support also increase the potential for WFC (Akkas et al., 2015). In line with Shockley & Allen (2015), this condition reflects an individual's limitations in meeting the demands of dual roles, so that WFC is understood as a multidimensional phenomenon that is not only derived from personal characteristics, but also influenced by the work environment and available social support.

Work Environment

The work environment is understood as the totality of external and internal conditions that influence employee enthusiasm, comfort, and effectiveness in carrying out their work. Nitisemito (1992) emphasized that the work environment includes physical aspects such as lighting, temperature, cleanliness, and layout, as well as non-physical aspects such as relationships between employees, communication patterns, and leadership support, which directly influence motivation and speed of work completion. In line with this, Spector (1997), Hurley et al. (2000), Sedarmayanti (2003; 2009), Sunyoto (2012), and Gunaseelan & Ollukkaran (2012) stated that a conducive work environment can create a sense of security, increase motivation, satisfaction, and productivity, while a less supportive environment can cause stress, reduce work quality, and hinder the achievement of optimal performance. This perspective emphasizes that the work environment is not only a matter of physical

facilities, but also includes the social climate, psychology, and work methods that shape the overall work experience of employees. Furthermore, the work environment is also understood as an integrated system involving interactions between physical, psychological, social, and technological aspects (Bechtel & Churchman, 2003; Amusa, Iyoro, & Olabisi, 2013), where the match between individual needs and environmental conditions is the key to well-being and work effectiveness (Vischer, 2007). Kampert (2008) emphasized that organizational attention to the work environment contributes to increased productivity, cost savings, and retention of top employees, while Fletcher & Nusbaum (2010) highlighted the importance of a healthy competitive climate in motivating performance without causing excessive pressure. Support from environmental factors such as facilities, social interaction, motivation, and technology (Babalola, 2012) as well as work behavior that cares about environmental sustainability (Ciocirlan, 2017) further emphasizes that a good work environment is a strategic factor in improving employee well-being, loyalty, and performance, while supporting the achievement of organizational goals effectively and sustainably.

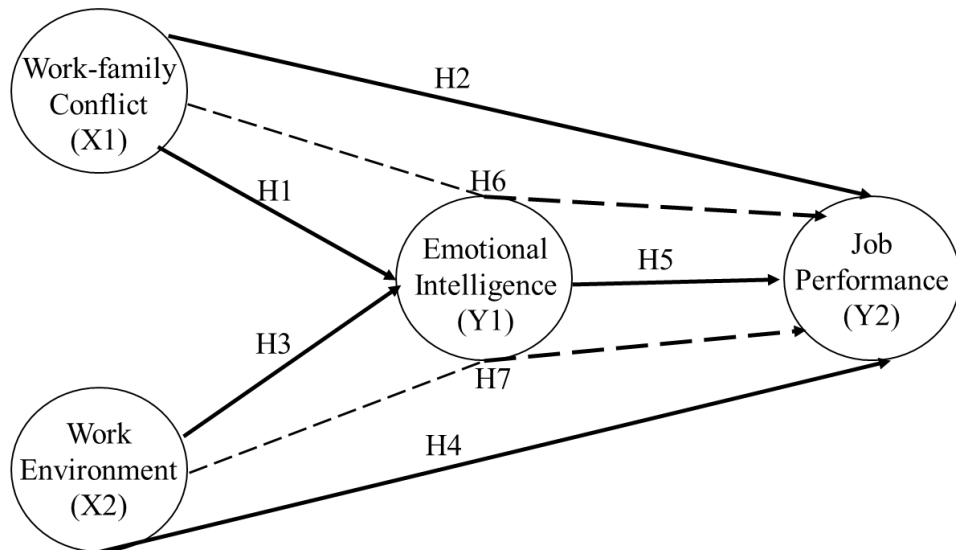
Emotional Intelligence

Emotional intelligence is understood as an individual's ability to recognize, understand, and cognitively process emotions and utilize them in problem-solving and social interactions. Mayer, DiPaolo, & Salovey (1990) emphasized that emotional intelligence can be measured through the ability to complete emotional tasks, such as identifying emotions in facial expressions, colors, or abstract symbols, which reflect an individual's capacity to understand emotional representations objectively. This definition was expanded by Cooper and Sawaf (1997), Stone et al. (1998), Shapiro (2003), Alex Sobur (2003), and Carmichael (2005), who viewed emotional intelligence as the capacity to sense, control, express, and utilize emotions as a source of energy, information, and self-control in decision-making, problem-solving, and building healthy and effective interpersonal relationships. In organizational and work contexts, emotional intelligence has been shown to play a significant role in determining job satisfaction, the quality of social relationships, and the success of individual performance. Goleman (1995; 2006) emphasized that emotional intelligence—which encompasses self-awareness, self-control, motivation, empathy, and social skills—is a key factor in successful work and learning processes, as it helps individuals maintain psychological balance and adapt to environmental demands. Empirical findings by Schutte et al. (2001) indicate that individuals with high emotional intelligence tend to have greater job satisfaction and more positive work relationships. Similarly, Hamzah B. Uno (2010) emphasized that emotional intelligence enables emotions to be used effectively as a source of information and human influence, thus supporting optimal communication, decision-making, and goal achievement, both in personal and professional life.

Job Performance

Job performance is essentially understood as the behavior and actions of individuals under their control and directly contributing to the achievement of organizational goals. Smith (1976) emphasized that accurate performance measurement must include direct observation of work behavior, as performance is reflected not only in the final results but also in the process of task execution, interaction, and adherence to procedures. This view aligns with Campbell (1990) and Rotundo (2000), who define performance as a series of observable, measurable, and relevant actions or behaviors related to organizational goals, relatively free from the influence of external factors. Thus, performance is better understood as a process of work behavior that reflects an individual's competence, effort, and professionalism in carrying out their role. Furthermore, several experts emphasize that performance is also related to the level of target achievement and individual contribution to organizational goals. Robert (2004), Henri (2004), and Simamora (2006) view performance as a comparison between work results and established standards or targets, reflecting an individual's effectiveness in utilizing their skills, knowledge, and abilities. At the organizational level, Zhang et al. (2008) and Kaplan and Norton (2011) emphasized through the balanced scorecard concept that performance needs to be assessed comprehensively through process and outcome aspects. Similarly, Koopmans et al. (2014) emphasized that individual performance is concrete behavior that supports the achievement of organizational goals. In the context of the police, Indonesian National Police Regulation Number 2 of 2018 emphasizes that the performance of Polri members is the work results achieved in accordance with general and specific factors of the work unit, so that performance is understood as the accumulation of behavior, results, and professional responsibilities in carrying out organizational duties.

Figure 1 Conceptual Framework



Research Hypothesis

- H1. Work-family conflict has a negative and significant effect on emotional intelligence.
- H2. Work-family conflict has a negative and significant effect on job performance.
- H3. The work environment has a positive and significant effect on emotional intelligence.
- H4. The work environment has a positive and significant effect on job performance.
- H5. Emotional intelligence has a positive and significant effect on job performance.
- H6. Emotional intelligence plays a role in mediating the influence of work-family conflict on job performance.
- H7. Emotional intelligence plays a role in mediating the influence of the work environment on job performance.

Research Methods

This study uses a quantitative approach with a positivist paradigm, which focuses on cause-and-effect thinking, hypothesis formulation, and objective measurement and testing of theories. This research was conducted at the Southeast Sulawesi Regional Police (Polda Sultra) as the main research location. The population and respondents in this study included all female police personnel serving at the Southeast Sulawesi Regional Police, with a total of 126 people spread across several work units. To determine the value of the research statistical t-test, the research data was analyzed using Smart PLS software version 3.0, which was run on a computer.

Operational Definition of Variables

Work-Family Conflict is a form of disagreement that arises when the obligations of a police officer clash with family roles, or vice versa. Police duties often require significant dedication of time and energy, such as irregular work schedules, mandatory overtime, and the high risks inherent in the profession.

The Work Environment is the totality of physical, social, psychological, and technological conditions surrounding policewomen that influence their comfort, motivation, well-being, and performance.

Emotional Intelligence is the ability of policewomen to manage their emotions, encompassing self-awareness, emotional control, empathy, and the skills to build healthy interpersonal relationships to support the performance of their duties.

Job Performance is the ability of policewomen of the Southeast Sulawesi Regional Police to carry out their work as a whole, encompassing service orientation, communication, emotional control, integrity, empathy, commitment to the organization, initiative, discipline, and cooperation.

Research Result

Evaluation of Goodness of Fit and Model Fit (R Square)

The structural model is evaluated by looking at the Q2 predictive relevance model value which measures how well the observation value generated by the Q2 model is based on the coefficient of determination of all endogenous variables of the magnitude of Q2 with a range of $0 < Q2 < 1$, the closer to 1 the better the model is, the values are described in table 1 as follows:

Table 1 R-Square

Model Struktural	Variabel Penelitian	R-square
1	Emotional intelligence	0,162
2	Job performance	0,375

Source: Processed Primary Data, 2025

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) \cdot 1 - (1 - R^2_2) = 1 \{ (1 - 0,162) (1 - 0,375) \} \\
 &= 0,838 \times 0,625 = 0,523 \\
 &= 1 - 0,523 \\
 &= 0,477
 \end{aligned}$$

Based on the calculation results, a predictive-relevance (Q^2) value of 0.477 or 47.7 percent was obtained, indicating that the research model has good predictive ability and is suitable for use in explaining the phenomenon studied. This value indicates that the combination of work-family conflict and work environment variables mediated by emotional intelligence is substantially able to explain variations in job performance of Polwan personnel of the Southeast Sulawesi Regional Police, both in terms of the ability to manage emotions, deal with dual role pressures, and respond to work conditions adaptively. Thus, emotional intelligence functions as an important mechanism that strengthens or weakens the influence of psychological conditions and the work environment on performance, while the remaining 52.3 percent reflects the contribution of other factors outside the model, such as individual characteristics, organizational support, workload, and situational factors typical of the police, which have the potential to influence job performance and can be an agenda for further research.

Hypothesis Testing

The testing of the coefficients of the direct and mediation influence paths in this study is presented in Table 2 below.

Table 2 Hypothesis Testing

Direct influence between research variables		Path Coefficient	P Value	Results
H1	Work-family conflict and work environment	-0,216	0,021	Accepted
H2	Work-family conflict and job performance	-0,248	0,007	Accepted
H3	Work environment and work environment	0,304	0,003	Accepted
H4	Work environment and job performance	0,176	0,040	Accepted
H5	Emotional intelligence and job performance	0,405	0,000	Accepted
H6	Work-family conflict and job performance mediation by emotional intelligence	-0,087	0,083	Rejected
H7	Work environment and job performance mediation by emotional intelligence	0,123	0,023	Accepted

Source: Processed Primary Data, 2025

Discussion

The Influence of Work-Family Conflict on Emotional Intelligence

The findings of this study indicate that work-family conflict has a negative and significant effect on emotional intelligence, reflecting the real-life situation of female police officers (Polda Sultra) in facing the demands of dual roles between work and family. The majority of respondents were of productive

age, married, and had children, thus entering the career establishment phase, characterized by both professional ambition and increasing domestic responsibilities (Super, 1990). This role imbalance triggers prolonged psychological stress, which, according to role conflict theory (Greenhaus & Beutell, 1985), causes emotional stress and reduces an individual's ability to recognize and manage emotions adaptively. From the perspective of Conservation of Resources Theory (Hobfoll, 1989), work-family conflict drains psychological resources such as time, energy, and social support, thereby weakening the capacity for emotional regulation. This stress is further amplified by strain-based conflict, where family stress is carried over into the workplace (spillover effect) and disrupts emotional control (Gross, 1998). Within the Job Demands–Resources Model (Bakker & Demerouti, 2007), the high demands of police work, not matched by adequate resources, contribute to the decline in female police officers' ability to utilize emotions constructively. This condition results in a decline in empathy and interpersonal awareness, two key components of emotional intelligence (Mayer, Salovey, & Caruso, 2004), as also emphasized by Goleman (1995). Empirically, this finding aligns with Chang et al. (2022) who demonstrated that work-family conflict reduces emotional intelligence through chronic emotional exhaustion, and reinforces the perspectives of Positive Organizational Behavior (Luthans, 2002) and Sustainable HRM, which emphasize the importance of role balance and psychological well-being as the foundation of sustainable organizational performance (Docherty et al., 2009; Campos-García et al., 2024).

The Influence of Work-Family Conflict on Job Performance

The findings of this study indicate that work-family conflict (WFC) has a negative and significant effect on job performance among female police personnel (Polwan) in the Southeast Sulawesi Regional Police, reflecting the real difficulty in balancing professional demands and family responsibilities. The majority of respondents are of productive age, married, and have children, thus experiencing role overload due to limited time and energy in fulfilling two roles that both require high commitment (Greenhaus & Beutell, 1985). The dominance of time-based and strain-based conflict due to long working hours, uncertain field assignments, and domestic pressures causes physical and emotional fatigue that reduces focus, motivation, discipline, quality of public service, and the ability to work together, as reflected in police performance indicators (Indonesian National Police Regulation No. 2 of 2018). Theoretically, this finding is in line with the Conservation of Resources Theory (Hobfoll, 1989) which explains that work-family conflict drains psychological resources, thus hindering optimal work efforts, as well as the Job Demands–Resources Model (Bakker & Demerouti, 2007) which emphasizes that an imbalance between high work demands and limited resources triggers emotional exhaustion and decreased performance. This condition is also in line with Role Theory (Kahn et al., 1964) which states that role conflict and ambiguity reduce concentration and work effectiveness, and is supported by empirical findings by Rosyida, Sopiah, & Churiyah (2024), Aldhafeeri, Abou Hashish, & Abo Shereda (2025), Asbari & Novitasari (2025), Wati et al. (2025), and Sanz-Vergel, Rodríguez-Muñoz, & Antino (2025) which consistently show that WFC decreases performance through emotional exhaustion, reduced motivation, and weakened contextual behavior. Thus, managing work-family conflict through organizational support, work flexibility, and strengthening psychological resources is crucial to maintaining the professional performance of female police officers as effective and sustainable public service providers.

The Influence of Work Environment on Emotional Intelligence

The results of this study indicate that the work environment has a positive and significant effect on emotional intelligence in female police personnel (Polwan) at the Southeast Sulawesi Regional Police, which confirms that a conducive, supportive, and fair work atmosphere plays an important role in shaping an individual's ability to recognize, manage, and express emotions adaptively. Social support from colleagues and superiors, open communication, a sense of togetherness, and recognition for work contributions serve as job resources that strengthen the emotional stability and psychological resilience of Polwan, especially in facing the pressures of high-risk police duties (Bakker & Demerouti, 2007). This finding is in line with the Social Exchange Theory (Blau, 1964) which explains that work relationships based on mutual respect encourage positive reciprocity in the form of commitment and emotional balance, as well as the concept of psychological safety (Edmondson, 1999) which allows individuals to express emotions and opinions without fear. Furthermore, positive social interactions in the workplace facilitate the development of empathy and self-control as described in the emotional intelligence framework (Goleman, 1995; Mayer, Salovey, & Caruso, 2004), and are reinforced by the emotional contagion mechanism that spreads positive emotions within the team (Hatfield et al., 1994). Consistent with Affective Events Theory (Weiss & Cropanzano, 1996), repeated positive emotional experiences in

the workplace shape more adaptive work attitudes and behaviors, thereby strengthening the emotional well-being of female police officers and the quality of their interactions with the public. This finding is consistent with research by Mauludyah, Sari, & Muhammad (2025) which emphasized that a healthy work environment is an important foundation for the development of emotional intelligence, particularly in the context of public service that demands high levels of professionalism, empathy, and emotional control.

The Influence of Work Environment on Job Performance

The results of this study indicate that the work environment has a positive and significant effect on job performance among female police personnel (Polwan) at the Southeast Sulawesi Regional Police, which confirms that comfortable, harmonious, and supportive working conditions play an important role in increasing work effectiveness, discipline, and professionalism. Leadership support, good interpersonal relationships, open communication, and a sense of security and appreciation serve as job resources that strengthen the motivation, focus, and resilience of female police officers in facing the pressures of police duties (Bakker & Demerouti, 2007). This finding is in line with Career Development Theory (Super, 1990) which emphasizes the importance of the work environment during the establishment phase in supporting career performance and stability, as well as Work–Family Enrichment Theory (Greenhaus & Powell, 2006) which explains that positive work experiences can enrich individual well-being and improve performance. In addition, Two-Factor Theory (Herzberg, 1959) and Social Exchange Theory (Blau, 1964) explain that fairness, recognition, and trust-based work relationships encourage positive reciprocity in the form of loyalty and higher performance. These results are consistent with the empirical findings of Marianto (2021), Rafizal & Sultan (2022), Zhenjing et al. (2022), Sujila, Prijati, & Santoso (2023), and Fisa (2025), which consistently show that a conducive work environment is a major catalyst for improving performance, especially in the context of public organizations and the police that demand psychological resilience, teamwork, and high quality of service.

The Influence of Emotional Intelligence on Job Performance

The results of this study indicate that emotional intelligence has a positive and significant effect on job performance in female police personnel (Polwan) at the Southeast Sulawesi Regional Police, which confirms that the ability to recognize, understand, and manage one's own and others' emotions is a key factor in the successful implementation of police duties. Policewomen with high emotional intelligence tend to be able to maintain emotional stability, be calm and empathetic in the face of work pressure, and remain focused and professional in handling community conflicts, field operations, and work interactions, thus having a direct impact on increasing the effectiveness and quality of performance. This finding is in line with the emotional intelligence framework of Goleman (1998) and Mayer, Salovey, & Caruso (2004) which emphasizes the role of emotional regulation and the use of emotions in supporting rational decision-making, and is reinforced by Affective Events Theory (Weiss & Cropanzano, 1996) which explains that the ability to manage emotional events in the workplace forms adaptive work behavior. In the context of female police officers of the Southeast Sulawesi Regional Police, the majority of whom are in the career establishment phase (Super, 1990) with relatively long work experience, emotional intelligence functions as a non-cognitive ability that strengthens technical and teamwork skills (Campbell, 1990; Katzenbach & Smith, 1993). This finding is consistent with the results of research by Siahaan (2018), Fathi Alheet & Hamdan (2021), Nasir et al. (2023), Sujila et al. (2023), Hasibuan et al. (2024), Alenezi et al. (2024), Rosyida et al. (2024), Aldhafeeri et al. (2025), Alwali & Alwali (2025), and Cheraghi et al. (2025), which consistently show that emotional intelligence improves performance through self-control, empathy, effective communication, and public service orientation.

The Role of Emotional Intelligence in Mediating the Effect of Work-Family Conflict on Job Performance

The results of this study indicate that emotional intelligence does not play a role in mediating the influence of work-family conflict on job performance in female police personnel (Polwan) in the Southeast Sulawesi Regional Police, indicating that emotional management skills are not strong enough to neutralize the negative impact of dual role conflict on work performance. Empirically, Polwan face high time-based pressure and strain-based conflict due to the intense demands of police work and simultaneous family responsibilities, thus triggering prolonged physical and emotional exhaustion. In such conditions, even though individuals have good emotional intelligence, the capacity for emotional regulation becomes limited because psychological resources have been depleted, as explained in the

Conservation of Resources Theory (Hobfoll, 1989). This finding is also in line with the Job Demands–Resources Model (Bakker & Demerouti, 2007), which emphasizes that when role demands far exceed available resources, including personal resources such as emotional intelligence, stress and decreased performance are inevitable. In addition, Affective Events Theory (Weiss & Cropanzano, 1996) and emotion regulation theory (Gross, 1998) explain that repeated exposure to negative emotional events in the work and family domains reduces the effectiveness of emotional control due to cognitive fatigue. This condition is reinforced by the characteristics of respondents who are mostly in the career establishment phase (Super, 1990), where career and family demands are at their peak, resulting in role strain that hinders the adaptive function of emotional intelligence. Thus, this finding confirms that the mediating role of emotional intelligence can only function optimally if supported by adequate structural resources and organizational policies to help work-family balance, as emphasized in the work-family conflict theory of Greenhaus & Beutell (1985).

The Role of Emotional Intelligence in Mediating the Influence of the Work Environment on Job Performance

The results of this study indicate that emotional intelligence plays a role in mediating the influence of the work environment on job performance in female police personnel (Polwan) at the Southeast Sulawesi Regional Police, which confirms that a positive work environment not only has a direct impact on improving performance, but also works indirectly through strengthening individual emotional capacity. A work environment characterized by social support, organizational justice, open communication, and a harmonious work atmosphere functions as job resources that foster a sense of security, positive emotions, and psychological well-being, thereby strengthening the ability of Polwan to manage emotions, adapt to pressure, and act professionally in challenging work situations. Theoretically, this finding is in line with the Job Demands–Resources Model (Bakker & Demerouti, 2007) which explains that job resources encourage emotional regulation and motivation, as well as Social Exchange Theory (Blau, 1964) which emphasizes the importance of positive reciprocity between organizational support and performance behavior, with emotional intelligence functioning as a connecting psychological mechanism. The Affective Events Theory (Weiss & Cropanzano, 1996) and emotional intelligence theory (Goleman, 1998; Mayer, Salovey, & Caruso, 2004) perspectives also explain that positive emotional experiences in the workplace will be more effectively translated into superior performance if individuals have good emotional regulation skills. Consistent with the findings of Sujila, Prijati, & Santoso (2023), these results indicate that emotional intelligence is an important bridge that transforms the perception of a conducive work environment into adaptive, stable, and productive work behavior, especially in the context of the police profession which is full of emotional pressure and demands of public service.

Conclusion and Suggestions

The results of this study briefly show that work-family conflict has a negative and significant effect on emotional intelligence and job performance of female police officers, where the pressure of dual roles causes emotional exhaustion, psychological stress, and decreased focus, discipline, and work motivation; conversely, the work environment has a positive and significant effect on emotional intelligence and job performance through a safe, supportive, fair, and communicative work atmosphere that strengthens emotional stability, empathy, and self-control and productivity of female police officers. Emotional intelligence itself has been proven to have a positive and significant effect on job performance, because it helps female police officers remain professional, communicative, and effective in stressful work situations, but does not act as a mediator of the influence of work-family conflict on job performance because the intensity of work-family conflict is too great to be neutralized by emotional abilities alone, thus requiring more concrete policy and institutional support. Conversely, emotional intelligence acts as a mediator in the relationship between the work environment and job performance, which indicates that emotional well-being built from a healthy work environment is an important bridge between organizational support and improved female police officer performance. This research model is still limited to four main variables, namely work-family conflict, work environment, emotional intelligence, and job performance, so that further research is suggested to add other variables such as organizational support, work stress, job satisfaction, and leadership style in order to obtain a more comprehensive understanding of the determinants of policewomen's performance.

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