COGNITIVE SCIENCES AND HUMAN DEVELOPMENT

Exploring the Role of Self-Efficacy on Individual Work Performance of Female Police Constables in Pakistan: A Conceptual Framework

Ayesha Arif* & Sopian bin Bujang

Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak, Sarawak, Malaysia

ABSTRACT

In Pakistan, the number of female police constables is significantly lower than that of their male counterparts, resulting in increased discrimination that often negatively impacts their self-efficacy. This conceptual paper examines the influence of self-efficacy on the individual work performance of female police constables in Pakistan. Various theories were explored to identify the factors affecting work performance. One such theory, individual work performance theory, defines different dimensions of work performance, including task performance, counterproductive work behaviour, and contextual performance. Another key theory, the social cognitive theory of self-efficacy, analyses the relationship between self-efficacy and work performance, emphasising the mediating dimensions of work performance. This theory posits that individuals can effectively plan and execute actions to achieve specific goals through targeted behaviours. Building on these theoretical foundations, this paper proposes a conceptual framework illustrating the direct relationship between self-efficacy and work performance, along with the mediation of various performance dimensions and the influence of the workplace environment.

1 INTRODUCTION

Police constables manage counter-insurgency operations, deal with angry mobs, oversee political rallies, provide security for important individuals, control crowds during religious festivals, and address various law-and-order situations. They also often face potentially hazardous workplace conditions (Kaur et al., 2013). These challenging tasks create significant obstacles, particularly for female constables, who encounter additional difficulties. The number of female police constables is markedly lower than that of their male counterparts. According to research conducted by UN Women in 2016, women comprise only 10% of police constables worldwide. In Pakistan, males account for 99 per cent of all employed police constables, with female constables making up the remaining 1 per cent, none holding senior positions (Ahmad et al., 2012). There is a significant lack of literature on the provincial distribution of female police constables, with data primarily available for the Punjab region. This lack of information hinders our understanding of the situation for female constables in other provinces of Pakistan. For instance, the Punjab Police Service reports more female constables, with 3,979 head constables across nine grades and 6,633 across seven grades. However, the percentage of female constables in other provinces is significantly lower, as indicated by the statistics regarding the women's police force.

Moreover, Pakistan has a predominantly masculine culture, which creates various challenges for women in positions of responsibility (Ansari, 2018), ultimately impacting their overall work performance. In addition to cultural factors, intrinsic elements such as self-efficacy and self-determination significantly influence female workers' performance. Female constables in Pakistan are particularly likely to experience the adverse effects of a male-dominant society, which can further affect their self-efficacy. Self-efficacy refers to individuals' judgments about their abilities to organise and execute the actions required to achieve specific performances (Bandura, 1986). According to existing literature, self-efficacy is associated with enhanced work performance among police constables. It can either facilitate or hinder a working woman's capacity for creativity. Since self-efficacy boosts motivation to engage in and sustain creative behaviours through the generation of positive affect, women with high levels of self-efficacy are more likely to enhance their work performance (Silvia, 2008).

The literature indicates that police officers with self-efficacy demonstrate better work performance and confront challenges with resilience. Conversely, a lack of self-efficacy can negatively affect the work performance of police officers (Hassan et al., 2022). Previous research has also explored self-efficacy's role in influencing employees' work performance across various professions, including industrial workers, management, and health sector employees (Cherian & Jacob, 2013; De Clercq et al., 2018). However, there has been limited focus on police constables in this regard. The police sector is a vital component of society, highlighting the importance of understanding the role of different intrinsic factors in influencing the work performance of police constables, particularly female officers who may encounter more challenges in a male-dominated environment (Bloksgaard et al., 2020). This gap has motivated the current research.

In addition to self-efficacy, various dimensions of work performance, including task performance, counterproductive work behaviour, and contextual performance, are also considered to influence the individual work performance of police constables. However, the novelty of this study lies in its focus on these dimensions, as prior research has primarily concentrated on the role of the organisational environment in affecting individual work

performance (Nguyen et al., 2020). This unique approach aims to fill the gap in understanding how different performance dimensions influence overall work performance.

To address these research gaps, this study has formulated several objectives, which include (a) assessing the direct association between self-efficacy and the individual work performance of female police constables, (b) determining the mediating roles of different dimensions of work (task performance, counterproductive work behaviour, and contextual work performance) in the relationship between self-efficacy and individual work performance, and (c) evaluating the mediation of the workplace environment in the relationship between self-efficacy and individual work performance.

This study provides valuable insights into the factors influencing the self-efficacy and job performance of Pakistani female police constables in a historically male-dominated field. By focusing specifically on this group, the research highlights the potential for police management to promote female constables to higher ranks, thereby enhancing their self-efficacy. From a policy perspective, the findings can inform the development of evidence-based initiatives and organisational policies aimed at advancing gender parity and improving the careers of female police constables within Pakistan's police force. This could involve creating non-discrimination policies that ensure equal growth opportunities for all constables, regardless of gender. However, it is important to note that currently, there is no specific law in Pakistan to prevent workplace discrimination. Therefore, this study advocates for establishing a stringent anti-discrimination law to ensure equal opportunities for female workers and foster a more inclusive workplace.

2 LITERATURE REVIEW

2.1 The Conceptualisation of Individual Work Performance

Murphy (1989) and Campbell (1990) were among the first researchers to define individual work performance, focusing on its key dimensions. They noted that performance can vary depending on the specific role, indicating that assessment should consider multiple factors or metrics. The difficulty in developing a universally applicable and optimal performance indicator has led to ongoing inconsistencies in measurement. Consequently, it is essential to involve an employee's group to establish specific criteria for a job, as Hunter and Schmidt (1996) highlighted the challenge of reaching a consensus on what constitutes good performance.

Individual work performance is not just a measure of the quality of work produced by individuals, but a crucial factor in an organisation's success. High-quality work, as demonstrated by employees, is instrumental in helping organisations achieve their goals in terms of competitiveness and productivity (Kalia & Bhardwaj, 2019; Rahman et al., 2022).

2.2 Factors Impacting Individual Work Performance

Understanding the various factors influencing individual work performance is essential for optimising employee effectiveness and fostering a productive work environment. The following section examines critical elements such as self-efficacy, task performance, counterproductive work behaviour, contextual work performance, and workplace environment, highlighting their interconnected roles in shaping overall work outcomes.

2.2.1   Self-efficacy

Self-efficacy, the belief in one's capacity to utilise cognitive resources, enhance motivation, and take action to meet situational demands (Bandura, 1997), is a well-established construct in organisational research. Its extensive study has shown that it can predict key work-related outcomes, including work performance, job attitude, and training proficiency, thereby highlighting its significant role in the field. According to social cognitive theory, self-efficacy beliefs consist of three dimensions: the degree of task difficulty (magnitude), the likelihood or certainty of completing the task (strength), and the extent to which these beliefs apply across different situations (generality) (Bandura, 1986). Researchers have also conceptualised self-efficacy in relation to task specificity or as a state self-efficacy construct, influenced by Bandura's use of the term 'situational demands' (Gist & Mitchell, 1992; Lee & Bobko, 1994). Over the years, various aspects of self-efficacy have garnered attention from researchers. Soomro et al. (2024) defined self-efficacy as the belief and confidence in one's potential to achieve expected results, emphasising individuals' positive attitudes towards themselves. Their findings indicated that self-efficacy mediates the relationship between organisational communication and employees' organisational commitment. In contrast, Calandra et al. (2021) examined emotional self-efficacy and its impact on depressive symptoms among adolescents. They defined emotional self-efficacy as a person's perceived ability to manage and express negative emotions, highlighting its crucial role in coping with stressors and depressive symptoms. Bandura's self-efficacy theory continues to be relevant in contemporary research. For instance, Poluektova et al. (2023) utilised Bandura's self-efficacy theory to propose a model predicting a significant impact of self-efficacy on an individual's coping potential. The literature on human resource management has identified several benefits of self-efficacy, such as increased job satisfaction, improved employee integrity, reduced job burnout, and decreased intention to leave the workplace (Lin et al., 2022). Additionally, self-efficacy has been found to positively mediate employees' job performance in the presence of empowering leadership (Ahmed et al., 2022).

2.2.2 Task Performance

Borman (1993) was among the first to broaden the measurement of work performance into three primary areas: task performance, contextual work performance, and counterproductive work behaviour. They defined task performance as the behaviours necessary to carry out job responsibilities, such as managing events, completing projects, or handling administrative duties, noting that these behaviours cannot be fully measured in isolation. Consequently, they argued that work performance assessments must also account for contextual performance, which encompasses behaviours that extend beyond specific job duties and are often referred to as organisational citizenship behaviour (Borman, 1993). Over the years, researchers have increasingly focused on task performance. For instance, Arwab et al. (2022) highlighted how organisations can enhance the task performance of their workforce by providing practical training. Yang et al. (2022) also emphasised that employee recognition is crucial in improving task performance.

2.2.3   Counterproductive Work Behaviour

Recently, attention has shifted to counterproductive work behaviour, defined as actions that jeopardise the organisation's wellbeing (Rotundo & Sackett, 2002). This includes behaviours such as stealing, drug abuse, arriving late to work, and absenteeism. Nearly half of the general frameworks for evaluating individual work performance incorporate one or more elements

related to counterproductive work practices. Counterproductive work behaviour has a detrimental effect on organisations' financial and non-financial performance (Alqhaiwi et al., 2024). Furthermore, researchers have reported its negative impact on individual employee performance. For example, Carpenter et al. (2021) found that counterproductive work behaviour significantly affects employee productivity and satisfaction.

2.2.4 Contextual Work Performance

Van Scotter and Motowidlo (1996) further described contextual work performance in two dimensions: job dedication and internal cooperation. According to Shannon (2008), two key elements influence how well a job is performed: the workplace environment, which encompasses infrastructure, incentives, and feedback, and the superior physical attributes of employees, including knowledge, skills, attitudes, and personality. Contextual performance manifests as a mindset that involves behaviours such as offering assistance when needed, helping colleagues with challenging tasks, maintaining enthusiasm, cooperating during difficult times, sharing resources, adhering to rules, and endorsing organisational decisions (Coleman & Borman, 2000; Motowidlo & Van Scotter, 1994). Recent research has highlighted the importance of contextual work performance among employees. Bhardwaj and Kalia (2021) have pointed out that organisations can significantly enhance the contextual performance of their employees by employing various engagement tools. However, Dongrey and Rokade (2022) stress organisations need to address perceived equality among employees, as it is a crucial factor in promoting contextual performance.

2.2.5 Workplace Environment

The workplace environment refers to the setting that encompasses physical conditions and various social features in which an individual performs their job. It can significantly influence workplace relationships, efficiency, collaboration, and employee well-being and affect employee performance (Sugma, 2022). In this context, employees' work behaviour and attitudes also play a crucial role. Putra et al. (2020) highlight that the work environment and organisational culture impact employee performance. Therefore, self-efficacy among employees must also be considered to assess their overall performance accurately.

2.3 Underpinning Theories

The following section explores the foundational theories that inform our understanding of individual work performance, particularly focusing on the individual work performance theory and Bandura's self-efficacy theory.

2.3.1 Individual Work Performance Theory

Individual Work Performance theory is defined as behaviours or actions relevant to an organisation's goals (Campbell, 1990). Rather than emphasising the outcomes of these behaviours, work performance focuses on the actions or conduct of the employee. Individual work performance assesses every skill level, from low to high, to accurately evaluate change over time. In the fields of organisational and work psychology, individual work performance is understood as the capability of an individual to perform technical or fundamental tasks essential for the job. In this context, the underlying structure is highly focused (Koopmans et al., 2014).

The individual work performance framework comprises three primary dimensions: task performance, contextual work performance, and counterproductive work behaviour. Task performance, the first dimension, refers to the proficiency with which individuals execute the core technical tasks central to their job (Koopmans et al., 2014). The second dimension, contextual performance, extends beyond core job duties and encompasses behaviours that support the organisational, social, and psychological environment in which the technical core must function (Borman, 1993; Koopmans et al., 2014). Lastly, counterproductive work behaviour represents actions that harm the organisation. According to Koopmans et al. (2014), counterproductive work behaviour refers to behaviours that undermine the wellbeing of the organisation.
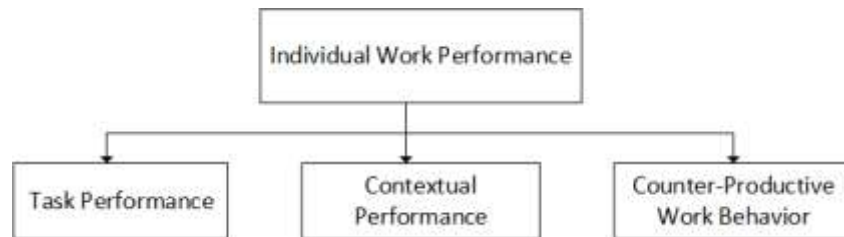

Figure 1. Individual work performance theory (Koopmans et al., 2014).

Bandura (2001) established the concept of self-efficacy as a framework for understanding and predicting human behaviour. According to Bandura, self-efficacy is the conviction that one can carry out a task effectively. This concept explains how a heightened sense of self-efficacy enhances individuals' accomplishments and wellbeing. Those with greater self-confidence are more inclined to take on significant challenges, viewing them as opportunities for success rather than threats to be avoided.

Bandura's self-efficacy theory posits that four types of experiences are essential for developing self-efficacy: (i) personal attainment (active mastery), (ii) modelling (vicarious experiences), (iii) verbal persuasion, and (iv) physiological arousal. These experiences significantly influence an individual's perception of their self-efficacy. The theory has important implications in organisational settings and human resource management.

The process demonstrating the relationship between self-efficacy and task performance centres on the judgment and information categories that shape self-efficacy. Three types of assessments are responsible for forming self-efficacy. The first assessment involves analysing task performance, including the difficulty and skills required to accomplish it. In the second stage, individuals evaluate their capabilities about their past task performance. The final assessment represents a self-evaluation of skills, desires, anxiety, and environmental factors like demands and distractions, even though these assessments are independent of one another.

Furthermore, according to social cognitive theory, self-efficacy is the most potent predictor of work performance (Stajkovic & Luthans, 1998). Employees with high levels of self-efficacy tend to maintain a positive and constructive mindset, focusing on opportunities and challenges rather than obstacles. They experience less anxiety and depression, set ambitious goals, and demonstrate self-motivation, leading to a higher likelihood of achieving positive outcomes (Vitapamoorthy et al., 2021). Bandura's self-efficacy theory holds significant relevance in human resource management literature. For instance, Ngo et al. (2023) employed self-efficacy to explain when and why employees take the initiative, while Marcionetti and Castelli (2023) emphasised its importance in ensuring employee job satisfaction.
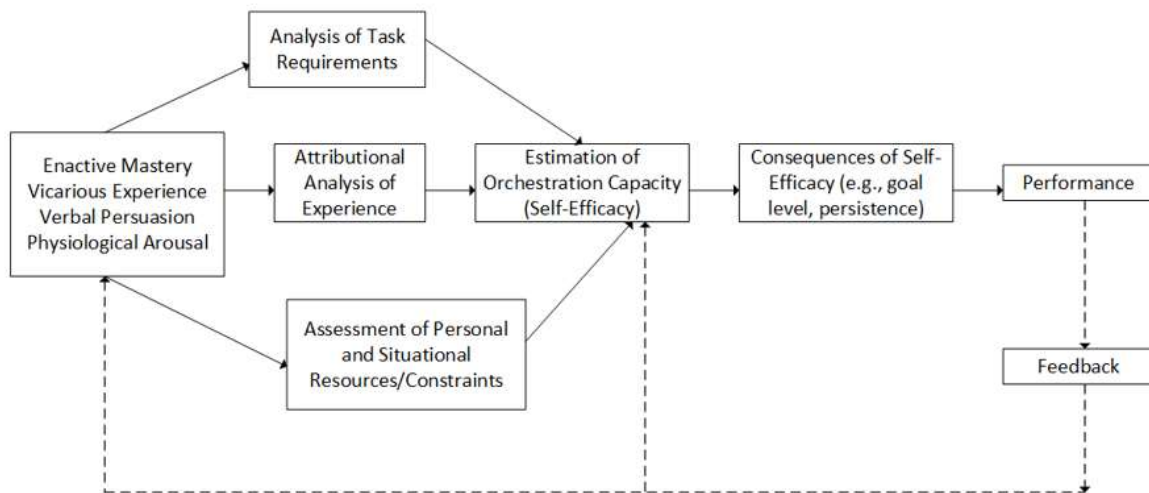
Figure 2. Albert Bandura's theory (1989).

In summary, self-efficacy is a well-defined construct within Bandura's model. However, over time, the construct has evolved. Chen et al. (2001) expanded on the concept by introducing the notion of state self-efficacy, which considers individuals' current contexts and experiences independent of prior mastery influences.

2.4 Self-efficacy and Work Performance

Existing literature shows that self-efficacy and work performance are closely linked. Numerous studies, categorised by sector, reveal a strong positive relationship between these two variables. Previous research has shown that self-efficacy directly affects all dimensions of work performance, including task performance, counterproductive work behaviour, and contextual work performance.

Extensive studies have been conducted on employees' self-efficacy and work performance across various professions, such as industrial workers, management, and healthcare staff. These studies consistently indicate a significant positive relationship between the two constructs. However, there is a notable lack of data concerning female police constables. For instance, a study by Aziz et al. investigated work stress among female teachers and its impact on self-efficacy and job performance, employing a correlational model. The findings indicated that teachers were experiencing considerable work stress, which significantly affected their self-efficacy and job performance, as informed by Bandura's theory of self-efficacy.

Similarly, Lim et al. (2022) examined the influence of self-efficacy on the job performance of psychiatric nurses, considering the moderating effect of burnout. Their results confirmed a positive correlation between self-efficacy and job performance; however, the study focused solely on psychiatric nurses. Another survey by Bernales-Turpo et al. (2022) highlighted that self-efficacy enhanced work engagement among employees, positively affecting job performance. However, this research was limited to healthcare workers.

Moreover, according to social cognitive theory, self-efficacy is the most potent predictor of work performance (Stajkovic & Luthans, 1998). Employees with high levels of self-efficacy

tend to maintain a positive and constructive mindset, focusing on opportunities and challenges rather than obstacles. They experience less anxiety and depression, set ambitious goals, and demonstrate self-motivation, leading to a higher likelihood of achieving positive outcomes (Vitapamoorthy et al., 2021). The practical implications of this research are significant, particularly in the context of human resource management. For instance, Ngo et al. (2023) used self-efficacy to explain when and why employees take the initiative, while Marcionetti and Castelli (2023) highlighted its importance in ensuring employee job satisfaction.

In conclusion, self-efficacy, a well-defined construct within Bandura's model, has evolved. Chen et al. (2001) expanded on the concept by introducing the notion of state self-efficacy, which considers individuals' current contexts and experiences independent of prior mastery influences. This evolution underscores the dynamic nature of the research and its potential to adapt to changing professional contexts.

2.5 Mediation of Dimensions of Work

This section explores the intricate relationships between self-efficacy, various dimensions of work performance, and the mediating role of the workplace environment.

2.5.1 Task Performance, Self-efficacy and Work Performance

Work performance is typically measured across three domains: task performance, contextual performance, and counterproductive work behaviour. Previous research has examined the relationship between work performance and self-efficacy, focusing on how the work environment mediates this relationship (Abun, 2021). The findings indicate that self-efficacy primarily influences contextual and task performance while showing no significant correlation with counterproductive work behaviour. Moreover, the work environment plays a crucial mediating role. In another study, Bernales-Turpo et al. (2022) demonstrated that a high level of self-efficacy among employees enhances their work engagement, leading to improved job performance.

Additionally, research by Chukwuemeke and Igbinedion (2021) explored the association between learning self-efficacy, task performance, and knowledge dissemination within tertiary institutions. This study revealed that learning self-efficacy significantly impacts task performance, motivating employees to take necessary steps to improve their work performance and achieve positive outcomes. Consequently, there is a growing emphasis on boosting learning self-efficacy among employees to enhance their task performance.

2.5.2 Counterproductive Work Behaviour, Self-efficacy and Work Performance

Counterproductive work behaviour refers to actions by employees that intentionally harm or undermine the organisation's goals. Such behaviour is often driven by dissatisfaction, low engagement, or an unfavourable work environment (Spector & Fox, 2005). According to Olugbenga Joseph et al. (2020), counterproductive work behaviour significantly affects job insecurity and is closely linked to occupational self-efficacy. This understanding provides valuable insights for organisational management, improving long-term employment prospects for affected employees.

Another study by Miharja et al. (2020) examined the relationship between interactional justice, counterproductive work behaviour, and self-efficacy and how this relationship influences

satisfaction with performance appraisals. The results indicated that interactional justice positively affects both self-efficacy and counterproductive work behaviour while significantly impacting performance appraisal satisfaction. Consequently, there is a strong emphasis on enhancing human resource management practices to address counterproductive work behaviour and promote self-efficacy among employees. Additionally, past research has shown that factors such as favouritism, excessive authoritarianism, and leadership styles significantly influence counterproductive work behaviour within organisations (Aydinay et al., 2021). In contrast, destructive leadership was found to have an insignificant effect on employees' self-efficacy, which, in turn, also impacts their overall performance.

2.5.3 Contextual Work Performance, Self-efficacy and Work Performance

Contextual performance refers to voluntary employee behaviours that, while not explicitly part of formal job requirements, contribute to the effective functioning of the organisation. This concept is often associated with organisational citizenship behaviour, including assisting colleagues, offering to take on additional tasks, and maintaining a positive attitude. These behaviours enhance the social and psychological environment of the workplace, improving managerial decision-making (Benuyenah, 2021).

Research has demonstrated a significant association between personal strengths, work engagement, and contextual work performance (Khalid, 2020). Employees with strong personal attributes are more likely to engage effectively in contextual performance, which, in turn, has been shown to boost their self-efficacy. Christensen-Salem et al. (2021) also highlighted that continuous learning positively influences employee change efficacy. In this context, the mediating role of change efficacy in the relationship between contextual performance and continuous learning is also significant.

2.5.4 Workplace Environment, Self-efficacy and Work Performance

In today's era of digitalisation, the rapid integration of digital technologies has significantly influenced the workplace environment (Marsh et al., 2022) and the intrinsic factors affecting workers. Consequently, both the workplace environment and self-efficacy considerably impact employee performance. Abun (2021) noted that self-efficacy strongly influences contextual work performance, while no association was found between counterproductive behaviour and task performance. Moreover, the work environment mediates the relationship between self-efficacy and various dimensions of work, including contextual performance, counterproductive behaviour, and task performance. The Social Cognitive Theory of Self-Efficacy supports the link between self-efficacy and the workplace environment (Abun, 2021), highlighting the importance of examining the mediating role of the workplace environment in current research.

3 PROPOSED CONCEPTUAL FRAMEWORK

This paper proposes a model to assess the relationship between self-efficacy and individual work performance, focusing on the mediation of task performance, counterproductive work behaviour, contextual work performance, and the workplace environment. While much past research has examined the link between self-efficacy and work performance, there has been limited exploration of this association, specifically among female police constables. Thus, this study effectively addresses that gap. The social cognitive theory of self-efficacy is the foundation for understanding the relationships within the proposed conceptual framework (Figure 3). According to this theory, human behaviour is shaped by the interaction of

behavioural patterns, personal factors, and environmental influences (Adebusuyi et al., 2022). Consequently, the mediation of various dimensions of work performance and the workplace environment supports the integration of environmental influences and behavioural patterns, which can significantly affect self-efficacy.
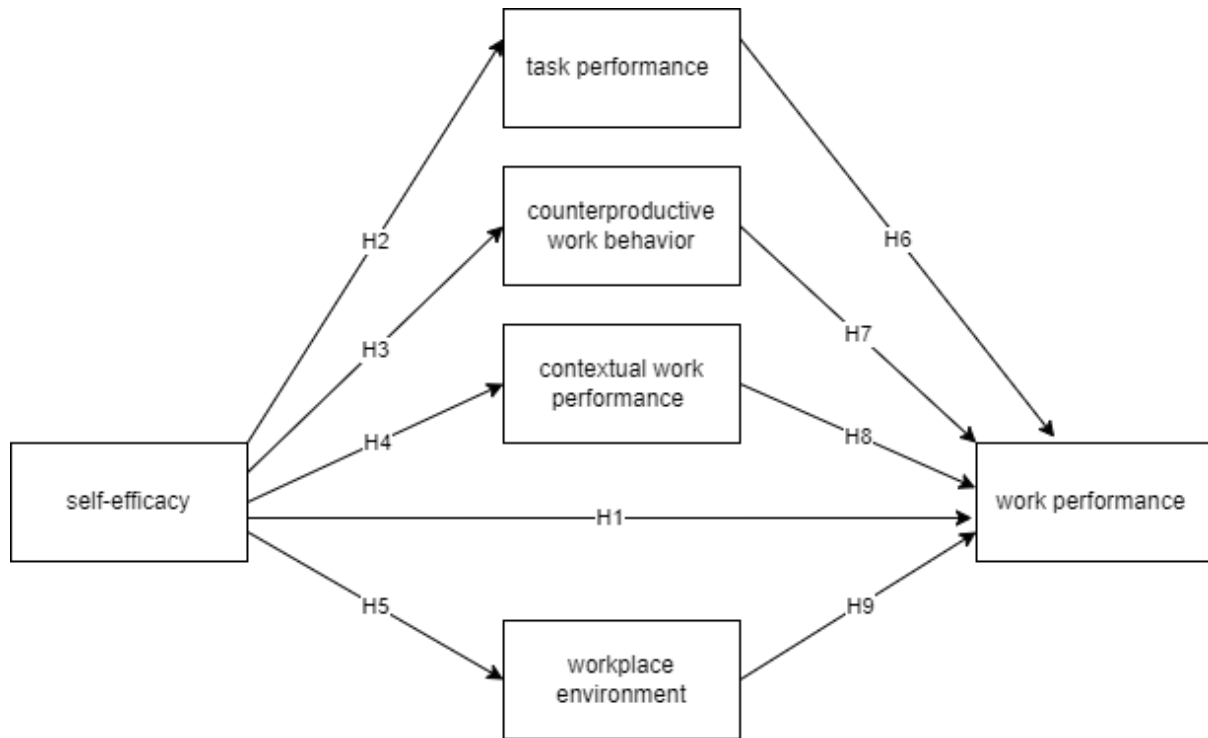

Figure 3. Conceptual framework.

Based on the above literature review and underpinning theories, the following propositions are addressed:

- Proposition 1: Self-efficacy has a significant impact on work performance.
- Proposition 2: Task performance significantly mediates the relationship between self-efficacy and work performance.
- Proposition 3: Counterproductive work behaviour significantly mediates the relationship between self-efficacy and work performance.
- Proposition 4: Contextual work performance significantly mediates the relationship between self-efficacy and work performance.
- Proposition 5: The workplace environment significantly mediates the relationship between self-efficacy and work performance.
- Proposition 6: Task performance has a significant impact on work performance.
- Proposition 7: Counterproductive work behaviour has a significant impact on work performance.
- Proposition 8: Contextual work performance has a significant impact on work performance.
- Proposition 9: The workplace environment has a significant impact on work performance.

4 CONCLUDING COMMENTS

This conceptual paper draws on various research disciplines, including behavioural, psychological, and organisational studies, to formulate a framework aimed at enhancing self-efficacy among female police constables and improving their work performance. Specifically, this study highlights the importance of understanding the impact of self-efficacy on the work performance of female police constables in Pakistan. According to Aziz et al. (2022), female employees experience higher levels of stress compared to their male counterparts, particularly in a male-dominated society where equal opportunities are scarce. Furthermore, Pakistan's patriarchal structure results in a limited number of female constables due to ongoing discrimination. Cultural and social factors further hinder the growth of female representation in various sectors, negatively affecting the self-efficacy of female workers and, consequently, their overall work performance.

While previous research has explored the role of self-efficacy in influencing female workers in various organisational contexts (Cherian & Jacob, 2013; De Clercq et al., 2018), there has been limited investigation into the relationship between the workplace environment and self-efficacy, specifically among female police constables. This study effectively bridges that gap by providing a conceptual framework grounded in individual work performance and social cognitive theory (Bandura, 2001). The proposed framework emphasises the roles of different dimensions of work performance and the workplace environment in influencing the individual work performance of female police constables. As Abun (2021) notes, the work environment significantly influences the association between self-efficacy and individual work performance. Consequently, this research offers valuable insights for police sector management, guiding them to implement measures that enhance self-efficacy among female police constables to improve their work performance.

In conclusion, female workers in male-dominated societies such as Pakistan often suffer from discrimination and inequality, which obstruct their advancement to higher positions across various sectors. Female police constables face similar challenges, encountering societal discrimination and negative feedback that diminish their self-efficacy. Individuals with lower self-efficacy tend to perform less effectively than those with higher self-efficacy. Therefore, it is essential to consider the various dimensions of individual work performance—such as task performance, counterproductive work behaviour, and contextual work performance—along with the workplace environment, as these factors significantly influence the overall work performance of female workers. The Social Cognitive Theory of Self-Efficacy informs the proposed framework, focusing on the interplay between personal factors, environmental influences, and behavioural patterns in shaping human behaviour. The Individual Work Performance theory is also integrated to identify critical dimensions influencing employee self-efficacy. Thus, the proposed framework can serve as a basis for future studies to explore the relationships between these constructs within the context of female police constables in Pakistan.

Future researchers can leverage the proposed conceptual framework to collect primary data and assess the relationships between the identified constructs in real-world settings. This approach may encourage the police sector to promote women's empowerment by providing equal growth opportunities alongside their male colleagues. The study's implications stress the importance of implementing an efficient workplace environment to enhance the individual work performance of female police constables. Furthermore, management's role in preventing discrimination is crucial for improving organisational culture (Marcos et al., 2020).

Consequently, police sector management should focus on increasing self-efficacy among female police constables through awards and promotions, which will be vital for enhancing their overall work performance. Effective non-discrimination policies and legislation should also be established to ensure equal growth opportunities for female constables.

While this study successfully presents an innovative conceptual framework addressing the relationships between self-efficacy, individual work performance, and various dimensions of work, it has limitations. Firstly, the focus on self-efficacy and its impact on individual work performance is constrained by the limited scope of the literature reviewed, preventing a deeper understanding of other intrinsic factors that may influence female police constables' work performance. Secondly, including only specific dimensions of work as mediators, as guided by the Individual Work Performance theory (Campbell, 1990), may limit the research's novelty. Lastly, the problem statement exclusively centres on the issues faced by female police constables in Pakistan, introducing a potential bias.

These identified limitations present opportunities for future research. Future studies should consider other intrinsic factors, such as motivation, confidence, and self-determination, that can influence the individual work performance of female police constables. Additionally, incorporating other influencing factors, such as the workplace environment and organisational culture, as mediators or moderators can enhance the effectiveness of the study. Finally, a comparative analysis could evaluate the work-related issues faced by female police constables in Asian versus Western nations.

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