

Job Restructuring and Achievement Motivation in Improving Police Personnel Performance (Empirical Study at Kuningan Police)

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Abstract. *This study aims to analyze the effect of job crafting on achievement motivation and performance of police personnel, and to evaluate the relationship between achievement motivation and personnel performance in the Kuningan Police environment. The background of this study is based on the importance of organizational adaptation to global dynamics, especially in terms of optimizing human resource potential through job crafting strategies. Job crafting is expected to increase job involvement and satisfaction, as well as encourage individual internal motivation to achieve, which ultimately has an impact on improving organizational performance. The method used in this study is explanatory research with a quantitative approach. The population in this study was all 201 Kuningan Police personnel, and the sampling technique was carried out by census. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) model to test the relationship between variables. The variables studied include job crafting (consisting of task crafting, relational crafting, and cognitive crafting), achievement motivation (based on McClelland's theory), and personnel performance. The results showed that job crafting had a positive and significant effect on personnel performance and achievement motivation. In addition, achievement motivation also had a positive and significant effect on personnel performance. This finding reinforces the importance of implementing job crafting as a managerial strategy in police organizations to improve the quality of human resources. The R^2 value for the personnel performance variable of 0.790 indicates that 79% of performance variability can be explained by job crafting and achievement motivation. The implications of this study encourage the police, especially the Kuningan Police, to provide space for personnel to redesign their jobs and create a work environment that supports achievement motivation. Empowerment through training, challenges, and rewards can be an effective strategy to improve institutional performance sustainably.*

Keywords: Achievement; Crafting; Motivation; Performance; Personnel.

1. Introduction

Job crafting has become an important phenomenon in the era of globalization, where individuals are more proactive in adjusting their jobs to better suit their interests, skills, and

personal goals. Globalization, characterized by technological developments, dynamic market changes, and demands for innovation, encourages workers to redesign aspects of their jobs, both in terms of tasks, social relationships, and how they relate work to personal values. Job crafting allows individuals to introduce new challenges, collaborate more effectively, and reduce irrelevant tasks, which in turn increases job satisfaction and productivity (Tims et al., 2015).

However, the implementation of job crafting also faces challenges, especially in maintaining a balance between personal initiative and organizational needs. Not all organizations provide space for employees to innovate in their work, so it is important to create a culture that supports creativity and flexibility. On the other hand, job crafting provides benefits for individuals in finding meaning in their work, increasing motivation, and well-being, and helping organizations stay relevant and successful in facing global dynamics (Wang et al., 2020).

An organization's competitive advantage depends on its ability to effectively recruit, retain, place and engage talent at all levels of the hierarchy.(Omotunde & Alegbeleye, 2021). Research shows that organizations can build sustainable competitive advantage by investing in a talented workforce.(Hongal & Kinange, 2020). Organizations intending to implement talent management must analyze its strategic relevance.(Mahjoub et al., 2018).

Job restructuring can help address day-to-day operational challenges by creating a fairer division of tasks, reducing excessive workloads, and increasing personnel job satisfaction.(Omotunde & Alegbeleye, 2021). This step is very important to ensure that every member of the organization can work according to their skills and potential, so that they can provide maximum contribution in achieving organizational goals.

By providing encouragement and rewards such as career development opportunities and other incentives, institutions can increase individual motivation to achieve their goals.(Prakosa, 2023). For most police officers, advancement in their career is of utmost importance as it helps them chart the path to the highest level of achievement they wish to attain, which in turn, maintains their motivation and dedication to continually improve their skills and loyalty to the institution.(Harniati Arfan & Ririn Oktaviani, 2022).

Motivation is one of the key factors that influences individual performance in an organization.(Hajiali et al., 2022). Motivation has a crucial role in improving individual performance within an organization.(Sari, 2022). When employees are motivated, they tend to work harder and more efficiently, which directly increases productivity.(Dinh Van Thang & Nguyen Quoc Nghi, 2022).

One type of motivation is achievement motivation. Human resources (HR) who have high achievement motivation tend to be successful in the workplace.(Wahyudi, 2022). Individuals who have a dominant need for achievement tend to pursue high standards of success and strive to achieve the most optimal results.(Werdhiastutie et al., 2020). They usually look for

opportunities to improve their skills and set challenging but realistic goals. In addition, the motivation to achieve makes them stronger in the face of failure and learning from difficulties, which makes them more ready to make new plans for success. (Muhammadiyah Buton et al., 2019).

2. Research Methods

The type of research used in this study is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence job crafting, achievement motivation and personnel performance. Population is a generalization area consisting of subjects or subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2012). The population in this study was all Kuningan Police Personnel totaling 201 personnel. The sample is part of the population that represents the entire object being studied. This sampling is based on the fact that in a scientific study there is no requirement or absolute that all populations must be studied as a whole but only part of the population can be done. The sampling technique used is a census, where the entire population is a sample. Thus, the sample in this study was all Kuningan Police Personnel totaling 201 personnel. The data sources in this study include primary and secondary data. Primary data is data obtained directly from the object (Widodo, 2017). The primary data of the study includes: job crafting, achievement motivation and personnel performance. Where as secondary data is data obtained from other parties. The data includes performance data, number of personnel, and others related to this study. Descriptive analysis is an analysis that is shown in the development and growth of a situation and only provides a picture of a certain condition by describing the characteristics of the research object (Umar, 2012). In this case, it is done by using non-statistical analysis to analyze qualitative data, namely by reading tables, graphs / numbers based on the results of respondents' answers to the research variables, then descriptions and interpretations are carried out.

3. Results and Discussion

The population in this study were members of the Police at the Kuningan Police. The questionnaire distribution process was carried out directly and through Google Form so that a sample of 201 respondents was obtained, namely the total members of the Police at the Kuningan Police. The data was analyzed based on the results of the questionnaire distribution which were then processed using Smart PLS Software. to find out the description of the respondents, it can be explained as follows

Respondent Characteristics Table

Characteristics	Information	Amount	Percentage
Gender	Man	125	62%
	Woman	76	38%
Respondent Age	20 – 30	56	28%

	31 – 40	107	53%
	41 – 50	38	19%
Level of education	SENIOR HIGH SCHOOL	64	32%
	D3	24	12%
	S1	84	42%
	S2	29	14%

Source: primary data processed 2025

Based on the characteristics of the respondents as explained in the Table, it shows that the respondents' responses based on gender were dominated by men as many as 125 people or 62% of the total respondents, while female respondents numbered 76 people or 38%. This shows that the employees who were respondents in this study were mostly male.

Respondents' responses based on age show that most respondents are in the age range of 31-40 years, which is 107 people or 53%. Respondents in the age range of 20-30 years are 56 people or 28%, while respondents aged 41-50 years are 38 people or 19%. These data show that the majority of employees who participated in this study are of productive and mature age, who generally have quite good work experience.

Based on education level, most respondents have a bachelor's degree, 84 people or 42%. Respondents with a D3 education number 64 people or 32%, followed by respondents with a master's degree, 29 people or 14%, and the rest have a high school education, 24 people or 12%. This shows that the majority of respondents have a fairly high educational background, with most having completed their undergraduate (S1) education, which shows academic competence that supports the implementation of their duties and functions at the Kuningan Police.

Overall, the characteristics of these respondents illustrate that the research respondents have a fairly representative composition based on gender, age, and education level, so it is hoped that the research results can provide an accurate and relevant picture.

Descriptive analysis aims to determine the respondents' responses to each question asked. In this case, descriptive analysis explains the responses of the community to the questions asked for each variable Transformational Job crafting, Achievement motivation, Personnel performance and Job satisfaction. To determine the respondents' responses to each variable, in this study they are grouped into one score category using a scale range with the following formula (Umar, 2012). The index number can conclude the degree of respondents' perception of the indicators of the variables in the study. How to calculate the respondent's answer index can be done with the following formula:

- 1) The lowest assessment score is 1.
- 2) The highest assessment score is 5
- 3) Interval = (Maximum Value – Minimum Value) / (Number of Classes) = (5-1)/3 = 1.3

Thus the interval is explained as follows:

- 1) 1.00 – 2.29 = Low
- 2) 2. 2.30 – 3.59 = Moderate
- 3) 3. 3.60 – 5.00 = High

Validity testing is applied to all question items in each variable. There are several stages of testing that will be carried out, namely through Validity testing including convergent validity and discriminant validity.

Convergent Validity Test Table

Code	Variables	Outer Value	Loading	T-statistic	Information
Job crafting					
Jc 1	Crafting Tasks	0.848		41.225	Valid
Jc 2	Relational Crafting	0.855		44,460	Valid
Jc 3	Cognitive Crafting	0.862		46,183	Valid
Motivation to achieve					
Mb 1	Strong desire to achieve goals	0.819		34,316	Valid
Mb 2	Responsible, with ability	0.821		34,356	Valid
Mb 3	Be evaluative	0.782		27,982	Valid
Mb 4	Dare to take risks	0.811		33.433	Valid
Mb 5	Creative and innovative	0.829		38,735	Valid
Mb 6	Love the challenge	0.819		34,608	Valid
Personnel performance					
Kp 1	arrest of criminals	0.789		31,279	Valid
Kp 2	case resolution	0.835		41,595	Valid
Kp 3	response to emergency calls	0.765		26,659	Valid
Kp 4	compliance with procedures and protocols	0.796		28,829	Valid
Kp 5	positive interaction with the community	0.823		35,037	Valid

Source: PLS output data 2025

Based on the results in the table for each variable instrument, it shows that all variable indicators are known to be valid, because the loading value is greater than 0.7, so that the indicator meets the eligibility for research and is said to be valid.

Inner model or structural model testing is conducted to see the relationship between variables, significance values and R-square of the research model. In assessing the model with PLS, it begins by looking at the R-Square for each dependent latent variable (Ghozali, 2011). This study uses the Structural Equation Model (SEM) technique using the Partial Least Square method which functions to determine the influence of transformational job crafting variables, Achievement motivation, Personnel performance and job satisfaction as intervening variables. Based on the test results, the following results were obtained:

Partial Least Square Path Analysis Results Table

Code	Variables	Original sample estimate	Mean subsamples	of	Standard deviation	T-statistic	P Values	Results
H1	Job crafting > Personnel performance	0.319	0.318		0.062	5.170	0.000	Significant positive
H2	Job crafting > Achievement Motivation	0.866	0.866		0.019	44,729	0.000	Significant positive
H3	Achievement Motivation > Personnel performance	0.599	0.600		0.059	10.112	0.000	Significant positive

Source: PLS 2025 processed data

The results of the path analysis between research variables can be interpreted as follows:

- 1) The results of the analysis show that the influence of Job Crafting on Personnel Performance is significantly positive with an original sample estimate value of 0.319, a t-statistic value of 5.170, and a p-value of $0.000 < 0.05$. This shows that increasing job crafting will have a direct impact on improving personnel performance. Thus, it can be concluded that there is a significant positive influence between job crafting and personnel performance, meaning that the higher the job crafting carried out by members of the Kuningan Police, the higher the performance produced.
- 2) The relationship between Job Crafting and Achievement Motivation also shows significant positive results, with an original sample estimate of 0.866, a t-statistic value of 44.729, and a p-value of $0.000 < 0.05$. The high coefficient value indicates that job crafting makes a major contribution to increasing personnel achievement motivation. This means that the higher the ability of members to adapt to tasks and create value in their work (job crafting), the higher their achievement motivation will be.
- 3) Analysis of the relationship between Achievement Motivation and Personnel Performance also produced a significant positive value, with an original sample estimate of 0.599, a t-statistic value of 10.112, and a p-value of $0.000 < 0.05$. This shows that achievement motivation plays an important role in improving personnel performance. This means that the higher the achievement motivation of members of the Kuningan Police, the more positive impact it will have on the quality and results of the work shown.

Explanation of Hypothesis Testing as follows:

In PLS statistical testing of each hypothesized relationship is done using simulation. In this case, the bootstrap method is used on the sample. This hypothesis testing will explain the interest in direct and indirect influences between variables, as explained in the following results:

1) The Influence of Transformational Job Crafting on Personnel Performance

The test results of the influence of Job Crafting on Personnel Performance show that the T statistic value is $5.170 > t \text{ table } 1.972$ with a p-value of 0.000. This explanation indicates that there is a significant influence between Job Crafting on Personnel Performance. With these results, it can be concluded that the test is able to accept the first hypothesis, namely Job Crafting has a positive and significant effect on Personnel Performance at the Kuningan Police.

2) The Influence of Achievement Motivation on Personnel Performance

The test results of the influence of Job Crafting on Achievement Motivation show that the T statistic value is $44.729 > t \text{ table } 1.972$ with a p-value of 0.000. These results indicate that there is a very significant influence between Job Crafting on Achievement Motivation. Thus, the second hypothesis stating that Job Crafting has a positive and significant effect on Achievement Motivation can be accepted.

3) The Influence of Transformational Job Crafting on Job Satisfaction

The test results of the influence of Achievement Motivation on Personnel Performance obtained a T statistic value of $10.112 > t \text{ table } 1.972$ with a p-value of 0.000. This explanation indicates that Achievement Motivation has a significant effect on Personnel Performance. Therefore, it can be concluded that the third hypothesis stating that Achievement Motivation has a positive and significant effect on Personnel Performance can be accepted.

The discussions that have been carried out are:

1) The Influence of Job Crafting on Personnel Performance

The test results show a significant influence between job crafting and personnel performance. This means that the higher the quality of job crafting applied in the work environment, the greater the impact on improving the performance of Polres Kuningan personnel. Thus, the ability of personnel to make adjustments to their tasks, social relationships, and job perceptions can improve overall performance.

Based on the results of Partial Least Square (PLS) in table 4.9, the Original Sample Estimate value of 0.319 indicates a positive influence of job crafting on personnel performance. This means that the more effective the job crafting is, the higher the performance achieved by the personnel.

The Mean of Subsamples value of 0.318 indicates that the estimated influence between subsamples is consistent with the original estimate. The standard deviation of 0.062 indicates a relatively small variation in estimates, which strengthens the reliability of the analysis results. With a T-statistic of 5.170 (greater than the t-table of 1.972) and a P-value of 0.000 (smaller than 0.05), it can be concluded that there is a positive and significant influence between job crafting and personnel performance.

This study is in line with the research results of Siahaan et al. (2021) which shows that job crafting can improve performance by increasing intrinsic motivation, and is supported by the findings of Wahyuni and Utami (2022) which state that the implementation of job crafting in public organizations encourages work productivity and effectiveness.

2) The influence of job crafting on achievement motivation

The test results show a positive and significant influence between job crafting and achievement motivation. This means that the higher the application of job crafting in the Polres Kuningan work environment, the higher the achievement motivation of personnel in achieving the targets and tasks given.

The path analysis table shows the Original Sample Estimate value of 0.866, which indicates a very strong positive influence between job crafting and achievement motivation. The Mean of Subsamples of 0.866 also shows high consistency, and the Standard deviation of 0.019 indicates very small variations between subsamples.

With a T-statistic value of 44.729 (much greater than the t-table of 1.972) and a P-value of 0.000, this relationship is statistically significant. These results indicate that job crafting plays an important role in increasing achievement motivation, where personnel are more motivated to work creatively, responsibly, and dare to take on challenges.

This finding supports research by Dewi and Ningsih (2023) which shows that job crafting can increase the spirit of achievement of individuals in the public service sector, including in the police environment.

3) The influence of achievement motivation on personnel performance

The test results show a positive and significant influence between achievement motivation and personnel performance. This means that the higher the achievement motivation of the personnel, the better the performance shown in carrying out their duties at the Kuningan Police.

The results of the path analysis show the Original Sample Estimate value of 0.599, which indicates a fairly strong positive influence of achievement motivation on personnel performance. The Mean of Subsamples of 0.600 is also consistent with the original value, while the Standard deviation of 0.059 indicates small variations between subsamples.

With a T-statistic of 10.112 (greater than the t-table of 1.972) and a P-value of 0.000, this relationship is proven to be statistically significant. This proves that achievement motivation is one of the key factors in improving personnel performance.

These results are in line with the research of Irawan et al. (2023) which states that achievement motivation can increase individual productivity in public sector organizations, and strengthen the results of previous research by Wahyuni and Utami (2022) regarding the role of intrinsic motivation in boosting the performance of service sector employees.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained: Based on the results of the PLS path analysis which shows a positive and significant relationship between Job Crafting and Personnel Performance, it can be concluded that job crafting has a very important role in improving personnel performance at the Kuningan Police. Therefore, it is very important for the leadership of the Kuningan Police to encourage personnel to actively carry out job crafting, such as rearranging tasks, building better working relationships, and interpreting work in a more positive way in order to increase productivity and overall organizational performance. There is a positive and significant relationship between Job Crafting and Achievement Motivation. This means that job crafting not only has an impact on personnel performance, but is also able to increase achievement motivation among members of the Kuningan Police. Therefore, efforts to encourage job crafting need to be continuously carried out because it can foster internal personnel motivation, increase enthusiasm in achieving organizational goals, and strengthen a sense of responsibility and creativity in carrying out tasks. The results of the study prove that there is a positive and significant relationship between Achievement Motivation and Personnel Performance. In other words, the higher the achievement motivation possessed by personnel, the higher the performance produced. Therefore, it is important for the Kuningan Police leadership to continue to create a work environment that supports achievement motivation, such as providing challenges, awards, and opportunities for self-development, so that individual and organizational performance can continue to improve sustainably.

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