

Job Reorganization, Psychological Empowerment, and Innovative Work Behavior of Police Personnel

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Abstract. *This study aims to analyze the influence of job restructuring and psychological empowerment on innovative work behavior of police personnel, and to test the mediating role of psychological empowerment in the relationship. The background of this study is based on the demands of police institutional adaptation to digital transformation and changes in the complex work environment. The study was conducted on Cirebon Police personnel using quantitative methods and an explanatory research approach. The entire population of 201 personnel was sampled using the census technique, and the data was analyzed using the Partial Least Square (PLS) method. The results of the study indicate that job restructuring has a significant positive effect on psychological empowerment and innovative work behavior. Psychological empowerment also has a significant effect on innovative work behavior. In addition, psychological empowerment is proven to be a mediating variable that strengthens the effect of job restructuring on innovative work behavior. The R-square value of 70.3% for innovative work behavior and 62.6% for psychological empowerment indicates that the research model has strong explanatory power. The implications of these results emphasize the importance of flexible and individual-oriented job management and comprehensive psychological empowerment, to create adaptive and innovative police human resources. Thus, managerial strategies that support job crafting and psychological empowerment can be key instruments in strengthening the performance of police organizations in an era of change.*

Keywords: Cirebon Police; Job Restructuring; Psychological Empowerment; Innovative Work Behavior.

1. Introduction

The industrial revolution has significantly changed the way of life and patterns of human interaction. Its impact is seen in changes in challenges, social structures, organizations, and

forms of crime that emerge. To deal with it, a comprehensive approach is needed, including in the defense and security aspects. One important strategic step is the implementation of digital transformation in the Indonesian National Police (POLRI) to ensure national resilience in the digital era.

As an executive government institution, the Indonesian National Police (POLRI) has a vital role in handling social change in the digital era. Based on the mandate of Law No. 2 of 2002 concerning the Indonesian National Police, the main tasks of the POLRI include maintaining public security and order, enforcing the law, and providing protection and services to the community. To support this role, POLRI members are required to continue to improve their abilities and adaptation, especially in utilizing information technology. Digital literacy is an absolute necessity for the POLRI as the front guard in maintaining security, order, and providing optimal services to the community.

The commitment of the Indonesian National Police to improve the quality of human resources (HR) in facing the digital era is reflected in the 2020-2024 Indonesian National Police Strategic Plan (Renstra), especially in the third objective, namely realizing a professional Indonesian National Police. This strategic target focuses on improving the professionalism of HR through various programs, such as professional HR management reform, improving the quality of education and training, and improving the welfare of Indonesian National Police members. In the National Police Education and Training Center Rakernis, various agendas were designed to face digitalization, including training that supports police performance and services according to the needs of the digital era. In addition, the development of the abilities and skills of Indonesian National Police members is carried out continuously, covering not only hard skills, but also the instillation of the ideology of defending the country and strengthening national insight.

The digital transformation implemented in the Indonesian National Police (POLRI) not only requires increasing digital literacy, but also a job crafting approach / job restructuring as a strategy to support POLRI members in adapting to the demands of the digital era. Job crafting, which is a proactive process of Personnel in redesigning their jobs to better suit their abilities, interests, and goals, can help POLRI members face the complexity of social and technological change.

Efforts to change the work done by personnel are often referred to as job crafting (Tims et al., 2015). Job restructuring has the potential to improve the balance of Personnel from job demands to job resources, (Bavik et al., 2017). Wang et al (2020) also revealed that job crafting helps Personnel in the process of adjusting to their work (person job fit).

Polri personnel play a critical role in running the government, especially in a country with a large territory like Indonesia. The ability to formulate and implement strategic policies is highly demanded, emphasizing the importance of having ASN who are not only competent but also innovative. policies in various development sectors are implemented by ASN.

Psychological empowerment and job restructuring are among the factors that can positively influence Personnel to pursue innovative work behaviors and, in turn, provide competitive advantage to the organization (MM Khan et al., 2020a) There is a growing literature that provides evidence of the relationship between leadership and innovative work behaviors through different mediators. (Afsar & Umrani, 2020; Asurakkody & Kim, 2020); however, this explanation is not sufficient (MM Khan et al., 2022)

2. Research Methods

This chapter describes the direction and method of conducting research, including the type of research, data sources, data collection methods, population and samples, variables and indicators, and data analysis techniques. This research was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it will ultimately strengthen the theory that can be used as a basis. In relation to the above, the type of research used is "Explanatory Research" or explanatory research, which means that this research emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables (Singarimbun, 1982).

3. Results and Discussion

3.1. Inner Model Results

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 the variables Job Restructuring, Psychological Empowerment and Innovative Work Behavior. Based on the test results, the following results were obtained:

Table Path Coefficients Results

Variables	Original Sample	Mean of subsamples	Standard deviation	T-statistic	P-value	Results
H1 Job restructuring -> Innovative Work Behavior	0.316	0.315	0.062	5.123	0.000	Significant positive
H2 Job restructuring -> Psychological Empowerment	0.792	0.790	0.032	24,991	0.000	Significant positive
H3 Psychological Empowerment -> Innovative Work Behavior	0.567	0.567	0.068	9,748	0.000	Significant positive

Source: Processed primary data, 2025

H1: Based on the table presented, the effect of Job Restructuring on Innovative Work Behavior in Cirebon Police personnel shows an original sample value of 0.316 with a P-value of 0.000. Because the P-value is smaller than 0.05 ($0.000 < 0.05$), it can be concluded that Job Restructuring has a positive and significant effect on Innovative Work Behavior. This means that the better the job restructuring carried out on personnel, the higher the innovative work behavior they show. Thus, increasing job restructuring in the Cirebon Police environment has been proven to be able to encourage personnel to be more innovative in carrying out police duties.

H2: Based on the data obtained, the effect of Job Restructuring on Psychological Empowerment shows an original sample value of 0.792 and a P-value of 0.000. Because the P-value is less than 0.05 ($0.000 < 0.05$), it can be concluded that Job Restructuring has a positive and significant effect on Psychological Empowerment. This means that the better the job restructuring is done, the greater the level of psychological empowerment felt by personnel. With appropriate job restructuring, personnel feel more psychologically empowered, which can ultimately increase their self-confidence, meaning in work, and independence in making decisions.

H3: The results of the study indicate that the influence of Psychological Empowerment on Innovative Work Behavior has an original sample value of 0.567 with a P-value of 0.000. Because the P-value is below 0.05 ($0.000 < 0.05$), it can be concluded that Psychological Empowerment has a positive and significant effect on Innovative Work Behavior. This shows that the higher the level of psychological empowerment felt by Cirebon Police personnel, the higher the level of innovative behavior they display. Psychological empowerment plays an important role in building self-confidence and intrinsic motivation that supports personnel to think creatively and produce innovative solutions in carrying out their duties.

3.2. Discussion

The Influence of Job Restructuring on Innovative Work Behavior

Based on the results of the analysis using the Partial Least Square (PLS) method, Job rearrangement has a positive and significant influence on Innovative Work Behavior of Cirebon Police personnel. This can be proven by the original sample value of 0.316, T-statistic of 5.123 which is greater than the T-table of 1.982, and P-value of 0.000 which is far below the significance limit of 0.05. Therefore, it can be concluded that good job rearrangement will increase innovative work behavior among police personnel.

The restructuring of work referred to in this study refers to the improvement of organizational structure, division of tasks, and more efficient job arrangement. This allows personnel to develop creativity and innovation in carrying out their duties. In the context of the police, innovative work behavior is very important, because personnel who have the ability to think creatively and find new solutions will be able to handle increasingly complex

challenges in carrying out daily tasks, whether in terms of community service, law enforcement, or data and information management.

The findings also suggest that Job restructuring can create a work environment that supports the development of new ideas and personal initiative. With changes in the work structure that are more flexible and open, police personnel will feel more appreciated and motivated to produce innovative solutions that benefit the community. Good job restructuring creates a more open work atmosphere and allows personnel to collaborate more effectively, which in turn will increase innovation in their performance.

This result is in line with previous research by Sutrisno & Yulianto (2022), which stated that job restructuring has a positive impact on increasing innovative behavior in organizations. Therefore, it is important for the Cirebon Police to continue to evaluate and improve job restructuring to ensure that personnel have room to develop and innovate.

The Influence of Job Restructuring on Psychological Empowerment

The results of the analysis using the Partial Least Square (PLS) method show that Job Restructuring has a positive and significant effect on the Psychological Empowerment of Cirebon Police personnel. This can be seen from the original sample value of 0.792, the T-statistic value of 24.991 which is much larger than the T-table of 1.982, and the P-value of 0.000 which is very significant (smaller than 0.05). Thus, it can be concluded that the better the Job Restructuring implemented, the greater the level of psychological empowerment felt by police personnel.

Effective job restructuring provides space for personnel to develop their potential, both in terms of skills and work motivation. In this context, psychological empowerment means providing opportunities for personnel to feel more appreciated, empowered, and in control of their work. This is very important in maintaining the spirit and commitment of police personnel, who often face pressure and challenges in their daily duties.

In addition, good job restructuring can create a work environment that supports the psychological well-being of personnel. For example, by organizing tasks in a more structured manner and providing clear role clarity and goals, personnel will feel more confident in carrying out their tasks, which in turn increases self-confidence and motivation. Job restructuring that emphasizes collaboration, appreciation for individual contributions, and career development also plays an important role in strengthening the psychological empowerment of personnel.

This result is consistent with previous research by Widodo (2022) which stated that effective job restructuring has a positive effect on the psychological empowerment of Personnel in various sectors, including the police sector. Therefore, better management of job restructuring, such as the development of a more flexible and integrated work system, needs to be considered in order to support the psychological empowerment of personnel.

The Influence of Psychological Empowerment on Innovative Work Behavior

The results of the analysis using the Partial Least Square (PLS) method show that Psychological Empowerment has a positive and significant effect on Innovative Work Behavior of the Cirebon Police. This is evidenced by the original sample value of 0.567, the T-statistic value of 9.748 which is greater than the T-table of 1.982, and the P-value of 0.000 which is far below the significance limit of 0.05. Based on these data, it can be concluded that the higher the level of Psychological Empowerment given to personnel, the higher the level of Innovative Work Behavior they can demonstrate.

Psychological empowerment in this context can include various factors, such as providing emotional support, developing interpersonal skills, and increasing self-confidence and involvement in police duties. This empowerment helps personnel to feel more appreciated and motivated to carry out their duties in more creative and innovative ways. For example, when faced with complex or dynamic situations, personnel who feel empowered tend to seek new, more efficient solutions, even proposing innovative ideas that can improve services to the community.

This finding is in line with theories stating that psychological empowerment can improve individual performance by increasing the sense of responsibility, autonomy, and intrinsic motivation in working. Research by Thomas and Velthouse (1990) shows that psychological empowerment can improve the quality of decisions taken by individuals, which in turn contributes to innovation in their work. Therefore, it is important for the Cirebon Police to continue to provide training, coaching, and psychological support that can encourage personnel empowerment. Thus, personnel will not only be more innovative in their work, but will also be better prepared to face the ever-growing challenges in police duties.

4. Conclusion

Based on the research that has been conducted, the following conclusions can be obtained:

1. Job Restructuring Positive and Significant Influence on Innovative Work Behavior. Job rearrangement is proven to have a positive and significant influence on innovative work behavior of police personnel. The better the job rearrangement is carried out, the higher the level of innovative work behavior demonstrated by personnel. This shows the importance of effective and adaptive work management to technological developments and increasingly complex work demands.
2. Job Restructuring Positive and Significant Influence on Psychological Empowerment. Job restructuring also plays an important role in increasing the psychological empowerment of personnel. With good restructuring, personnel feel more empowered and have higher self-confidence in carrying out their duties. This supports the development of their psychological potential, which in turn can improve performance and motivation at work.
3. Psychological Empowerment Positive and Significant Influence on Innovative Work Behavior. High psychological empowerment in the police work environment encourages increased Innovative work behavior. Personnel who feel psychologically empowered are more motivated to do their work creatively and find better

solutions in completing tasks. This empowerment increases the sense of responsibility, self-confidence, and autonomy in the work, which contributes to higher levels of innovation.

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