

The Impact of Work Engagement and Psychological Safety on the Readiness of Police Members to Face Change through Individual Innovation and Continuous Training at the Bone Bone Police Station, North Luwu Police

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Abstract

One of the main challenges faced by the Bone-Bone Police, North Luwu Police, is how to prepare its members to face the changes that occur. This readiness is determined by several factors, including work engagement and psychological safety, which can then be realized through individual innovation and continuous training. This study aims to examine the readiness of change in the Bone-Bone Police towards change, whether in the form of new policies, the implementation of information technology, or service approaches to the community. The type of research conducted is explanatory research using a quantitative approach. The study population is members of the Bone-Bone Police, North Luwu Police who are active members in the current year 2025. The sample in this study is all members of the Bone-Bone Police, North Luwu Police who are registered as active at the time of the study, totaling 60 people. The sampling technique used is total sampling. Data collection uses a questionnaire that has been tested for instrument validity and reliability. The collected data will be analyzed descriptively and verifiably and will be processed using the SmartPLS statistical tool.

Keywords: Work Engagement; Psychological Safety; Individual Innovation; Continuous Training; Member Change Readiness.

1. Introduction

One of the main challenges facing police sectors, including the Bone-Bone Police of the North Luwu Police, is how to prepare its members to face the changes that occur, both those stemming from central instructions and the increasingly dynamic needs of society. In this context, readiness for change is crucial. This readiness is determined by several factors, including work engagement and psychological safety, which can then be realized through individual innovation and continuous training [1].

Research on readiness for change in police institutions like the Bone-Bone Police is crucial, given that the reality on the ground often demonstrates resistance to change, whether in the form of new policies, the implementation of information technology, or approaches to public service. Long-time police officers often develop mindsets and work patterns that are difficult to change. Consequently, when faced with sudden change or innovation, they experience shock or even resistance. Therefore, it is crucial to understand the factors that can encourage police officers to be more prepared and adaptable to change.

Unlike other studies that typically focus on just one or two variables, this study comprehensively examines the interrelationships between these variables within the context of the unique and challenging police work environment. In other words, this study aims to uncover a comprehensive picture of the factors that can foster readiness for change through empowering members, both psychologically and through structured and systematic capacity development.

It is hoped that the findings of this study can be used as a basis for consideration by police station and precinct leaders in formulating human resource development policies, building a more innovative work culture, and improving training mechanisms to be more effective in facing the challenges of future change.

Various field cases demonstrate that high levels of work engagement and a sense of psychological safety in the workplace can increase acceptance of change, motivate individual innovation, and enhance the effectiveness of ongoing training within the police force. Therefore, this research is expected to make significant theoretical and practical contributions to the development of human resources within the Indonesian National Police (Polri) that are ready to face change.

Theoretically, this research is based on two main theories, namely the Work Engagement Theory proposed by [2], and the Psychological Safety Theory proposed by [3], which defines work engagement as a positive psychological condition characterized by vigor, dedication, and absorption. High work engagement motivates individuals to make maximum contributions to the organization, actively participate, and support the changes that occur.

The psychological safety theory of [3] explains how individuals feel free from fear of punishment or negative judgment when expressing ideas, admitting mistakes, or experimenting with innovations. A work environment that supports psychological safety creates opportunities for members to grow and develop, including in learning through ongoing training.

The connection between theory and practice in the field also creates an interesting research gap that deserves further exploration. Previous studies have predominantly discussed readiness for change in the private sector, industry, and educational settings, highlighting work engagement and psychological safety as key predictors. However, similar research targeting police institutions, particularly at the police sector level, remains very limited. Furthermore, individual innovation and ongoing training, which serve as bridges to readiness for change in the police force, rarely receive specific discussion.

The core problem in this study is the low level of readiness of Bone-Bone Police officers in facing changes, both changes in policy, technology, and service patterns that require rapid adaptation and innovation. Based on the results of the pre-research, many officers feel burdened by new changes, do not understand the meaning of change, and some are even afraid to express opinions or innovative ideas due to fear of sanctions or negative assessments from superiors or colleagues.

The conceptual framework of this research can be compiled based on the background explanation and theory presented in the previous section so that it can be depicted as in the image below:

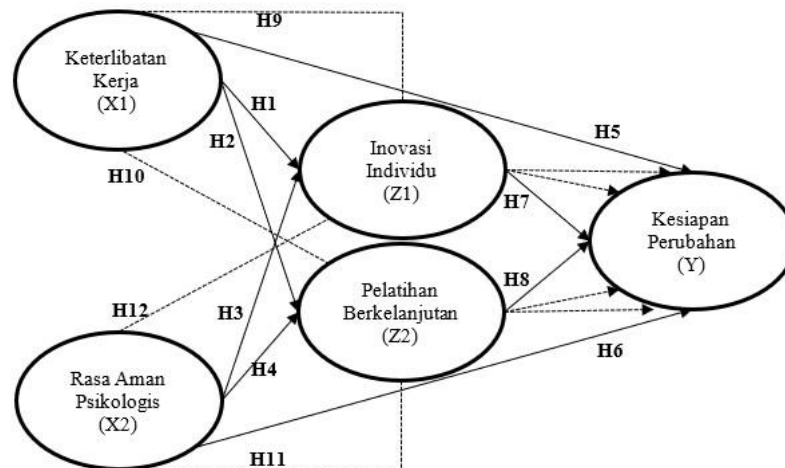


Figure 1. Conceptual Framework of the Research

Based on the conceptual framework image in the image above, it can be seen that there are hypotheses that will be answered in this research, namely:

H1. It is suspected that work involvement has a positive and significant effect on individual innovation.

Research [4] found that job engagement has a positive effect on innovative work behavior. Employees who are emotionally engaged, feel their work is important, and are focused on their tasks are more likely to be willing to try changes to processes or work methods, even if the organizational system is bureaucratic.

H2. It is suspected that work involvement has a positive and significant effect on continuous training.

Research [5] shows that work engagement is not only influenced by ongoing training, but employees with high engagement are also more proactive in seeking learning opportunities and even encourage companies to provide additional training.

H3. It is suspected that psychological security has a positive and significant influence on individual innovation.

Research [8] found that psychological safety is a strong predictor of individual innovative behavior, even exceeding the influence of several other job resources.

H4. It is suspected that psychological safety has a positive and significant influence on ongoing training.

Research results [7] show that a sense of psychological safety and a supportive organizational climate are crucial for increasing employee involvement in ongoing training.

H5. It is suspected that work involvement has a positive and significant influence on readiness for change.

Research [5] shows that work engagement increases employee readiness for change, enthusiasm and commitment to work causes employees to be more ready to accept change, especially if they feel empowered.

H6. It is suspected that psychological safety has a positive and significant influence on readiness for change.

Research [9] also found that a work climate that supports a sense of psychological safety makes employees more open and ready to accept organizational change, because they feel supported and free to express ideas and concerns.

H7. It is suspected that individual innovation has a positive and significant influence on readiness for change.

Research [5] found that innovative behavior significantly encourages change readiness, because employees who actively innovate are more enthusiastic about trying new approaches for organizational effectiveness.

H8. It is suspected that continuous training has a positive and significant effect on readiness for change.

Research [10] found that employees who are regularly given ongoing training are better prepared to face change because they continuously improve their competence and confidence in facing work dynamics.

H9. It is suspected that work involvement has a positive and significant effect on readiness for change through individual innovation.

Research has found that innovative behavior is a significant mediating pathway between work engagement and change readiness. Engaged employees are more innovative and can adopt and accept change more quickly [2]

H10. It is suspected that psychological safety has a positive and significant influence on readiness for change through individual innovation.

Study [12] shows that a safe psychological environment allows workers to innovate. This innovation is what makes them ready to face change, because innovation requires continuous learning and openness to new things.

H11. It is suspected that work engagement has a positive and significant effect on readiness for change through continuous training.

Research [13] indicates that employees with high engagement tend to actively participate in ongoing training programs. Active participation in upskilling training increases their readiness to face organizational change.

H12. It is suspected that psychological safety has a positive and significant influence on readiness for change through continuous training.

Study[14] also found that a psychologically safe work environment increases participation in ongoing training. This facilitates adaptation and readiness when organizational changes occur.

Through this research, the author hopes that the findings can be used as a basis for strategic decision-making to strengthen the capacity of Polsek members in responding to the inevitable demands of change. This research is also expected to contribute to the development of organizational change management studies in the police environment, particularly those that integrate aspects of work engagement, psychological safety, individual innovation, and ongoing training. Thus, the Bone-Bone Polsek and other regional police units can be more adaptive in

welcoming various changes, provide the best service, and realize an increasingly professional and modern institution.

2. Methodology

This study used a quantitative approach with an explanatory survey design. The quantitative approach was chosen because this study aims to examine the relationship and direct and indirect effects (mediated effects) of work engagement and psychological safety on the readiness of Polsek members to face change, with individual innovation and continuous training as mediating variables.

The research population is all members of the Bone Bone Police, North Luwu Police who have active member status in the current year 2025. Based on administrative data, the population of Bone Bone Police members is 60 people. With a relatively small population (60 people), the sampling technique used is total sampling (census), namely by making the entire population as a research sample.

The data collection instrument for this study was a closed-ended questionnaire using a five-point Likert scale. The questionnaire consisted of a number of statements representing each dimension and indicator of the variables of work engagement, psychological safety, individual innovation, ongoing training, and readiness for change. Each instrument underwent a validation process to ensure its reliability and relevance.

The data obtained from the questionnaire will be analyzed using descriptive and inferential statistical techniques. To test the relationships between variables, this study used Partial Least Squares-based Structural Equation Modeling (SEM-PLS) with the help of the SmartPLS application.

3. Results and Discussion

3.1. Result

The first test in SmartPLS analysis is to conduct validity and reliability tests. The validity test used to assess the level of validity of the VB-SEM model in this study is Convergent Validity. There are two ways to determine the validity of the SEM model using convergent validity techniques: looking at the outer loading value (Loading Factor) and the Average Variance Extracted (AVE) value. The required factor loading value is > 0.7 . The test results for the indicators in the research variables can be seen in the image below:

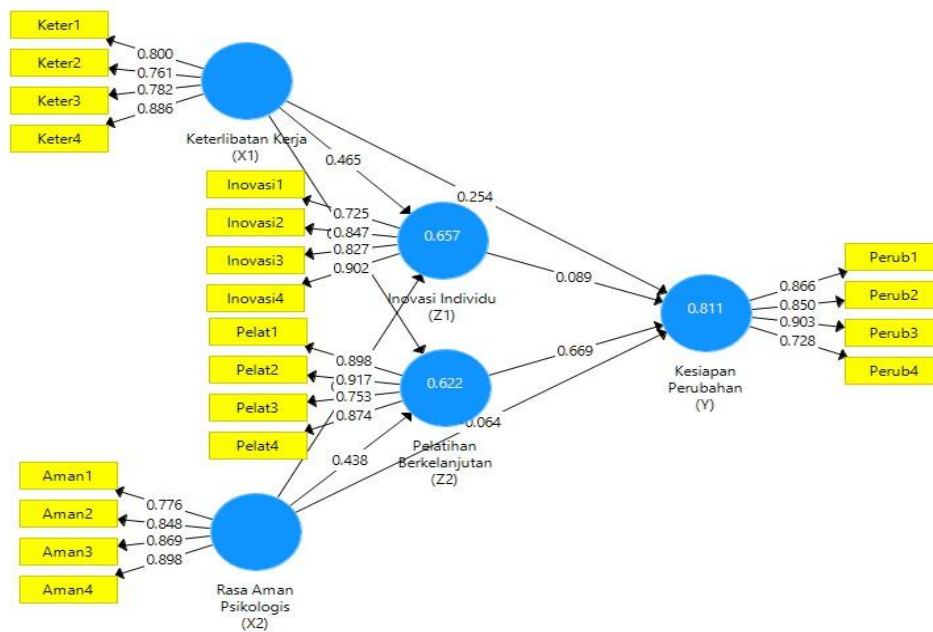


Figure 2. Outer Loading Value

The test results show that all indicators of each statement item have shown a value > 0.7 so that it can be stated that the model is valid and can fulfill the outer loading requirements.

Reliability testing is a measure of an indicator's consistency in measuring its variables. The values used to determine the reliability level of an SEM model are Composite Reliability and Cronbach's Alpha. This type of reliability test is used to determine the internal reliability of a variable indicator. The test results can be seen in the table below:

Table 1. Composite Reliability Values and Cronbach Alpha

	Cronbach's Alpha	Composite Reliability
Individual Innovation (Z1)	0.845	0.896
Readiness for Change (Y)	0.859	0.905
Job Engagement (X1)	0.823	0.883
Continuous Training (Z2)	0.884	0.921
Psychological Safety (X2)	0.870	0.911

Source: Data processed 2025

The standard Cronbach's Alpha value for a variable to be declared reliable is > 0.6 , while the standard value for Composite Reliability is > 0.7 . Therefore, based on the table above, it is known that all variables have a Cronbach's Alpha value > 0.6 and a Composite Reliability value > 0.7 , so it can be stated that the analyzed SEM model is reliable.

The variables analyzed in this study are the influence of work engagement (X1) and psychological safety (X2) on readiness for change (Y) through individual innovation (Z1) and ongoing training. This analysis is also used to test the research hypothesis. The magnitude of the direct influence of these variables is shown in the figure and table below:

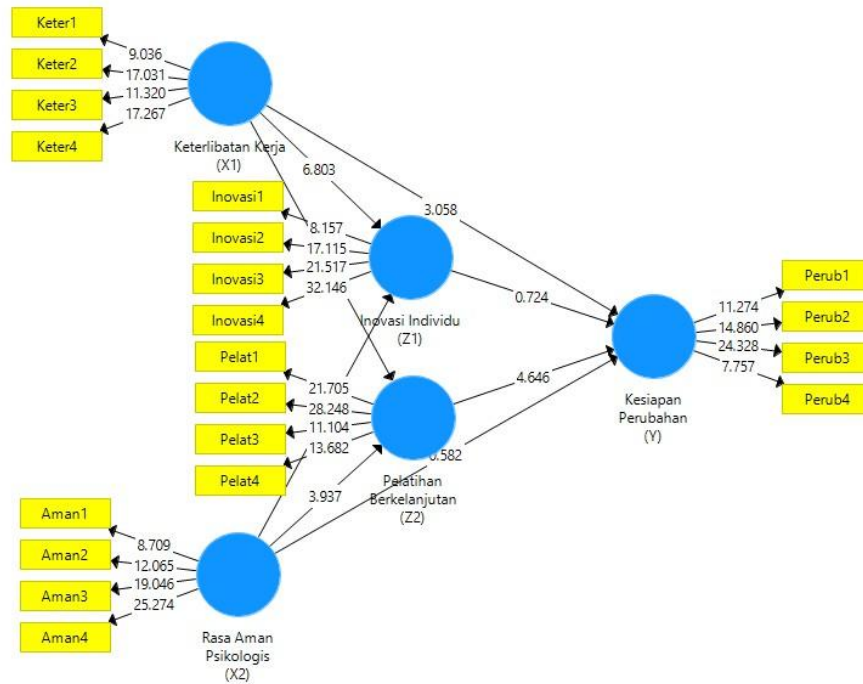


Figure 3. Influence of Research Variables

Table 3. Direct Effect

	T Statistics (O/STDEV)	P Values	Decision
Individual Innovation_ (Z1) -> Readiness for Change_ (Y)	0.724	0.469	Not Significant
Job Engagement_ (X1) -> Individual Innovation_ (Z1)	6,803	0,000	Significant
Job Engagement_ (X1) -> Change Readiness_ (Y)	3,058	0,002	Significant
Job Engagement_ (X1) -> Continuous Training_ (Z2)	4,747	0,000	Significant
Continuous Training_ (Z2) -> Change Readiness_ (Y)	4,646	0,000	Significant
Psychological Safety_ (X2) -> Individual Innovation_ (Z1)	4,995	0,000	Significant
Psychological Safety_ (X2) -> Readiness for Change_ (Y)	0,582	0,561	Not Significant
Psychological Safety_ (X2) -> Continuous Training_ (Z2)	3,937	0,000	Significant

Source: Data processed 2025

Table 4. Indirect Effect

	T Statistics (O/STDEV)	P Values	Decision
Job Engagement_ (X1) -> Individual Innovation_ (Z1) -> Change Readiness_ (Y)	0.683	0.495	Not Significant
Psychological Safety_ (X2) -> Individual Innovation_ (Z1) -> Readiness for Change_ (Y)	0.735	0.463	Not Significant
Job Engagement_ (X1) -> Continuous Training_ (Z2) -> Change Readiness_ (Y)	3,025	0.003	Significant
Psychological Safety_ (X2) -> Continuous Training_ (Z2) -> Readiness for Change_ (Y)	3,356	0.001	Significant

Source: Data processed 2025

Based on the table above, hypothesis testing can be carried out as follows:

First Hypothesis: The results of the T-statistic analysis obtained a calculated t value = $6.803 > t_{table} = 1.671$ with a P Value of $0.000 < \text{Cut off Value of } 0.05$. This means that work involvement has a positive and significant effect on individual innovation, so **the first hypothesis is declared accepted.**

Second Hypothesis: The results of the statistical T analysis obtained a calculated t value = $4.747 > t_{table} = 1.671$ with a P Value of $0.000 < \text{Cut off Value of } 0.05$. This means that work involvement has a positive and significant effect on continuous training, so **the second hypothesis is declared accepted.**

Third Hypothesis: The results of the statistical T analysis obtained a calculated t value = $4.995 > t_{table} = 1.671$ with a P Value of $0.000 < \text{Cut off Value of } 0.05$. This means that the sense of psychological security has a positive and significant effect on individual innovation, so **the third hypothesis is declared accepted.**

Fourth Hypothesis: The results of the statistical T analysis obtained a calculated t value = $3.937 > t_{table} = 1.671$ with a P Value of $0.000 < \text{Cut off Value of } 0.05$. This means that the sense of psychological security has a positive and significant effect on continuous training, so that **the fourth hypothesis is declared accepted.**

Fifth Hypothesis: The results of the statistical T analysis obtained a calculated t value = $3.058 > t_{table} = 1.671$ with a P value of $0.002 < \text{Cut off Value of } 0.05$. This means that work involvement has a positive and significant effect on readiness for change, so that **the fifth hypothesis is declared accepted.**

Sixth Hypothesis: The results of the T-statistic analysis obtained a calculated t value of $0.582 < t_{table} = 1.671$ with a P value of $0.561 > \text{Cut-off Value of } 0.05$. This means that the sense of psychological security has a positive but not significant effect on readiness for change, so **the sixth hypothesis is rejected.**

Seventh Hypothesis: The results of the T-statistic analysis obtained a calculated t value of $0.724 < t_{table} = 1.671$ with a P value of $0.469 > \text{Cut-off Value of } 0.05$. This means that individual innovation has a positive but not significant effect on readiness for change, so **the seventh hypothesis is rejected.**

Eighth Hypothesis: The results of the statistical T analysis obtained a calculated t value = $4.646 > t_{table} = 1.671$ with a P value of $0.000 < \text{Cut off Value of } 0.05$. This means that continuous training has a positive and significant effect on readiness for change, so that **the eighth hypothesis is declared accepted.**

Ninth Hypothesis: The results of the statistical T analysis obtained a calculated t value = 0.683 < t table = 1.671 with a P Value of 0.495 > Cut off Value of 0.05. This means that work involvement has a positive but not significant effect on readiness for change through individual innovation, so the **ninth hypothesis is rejected**.

Tenth Hypothesis: The results of the statistical T analysis obtained a calculated t value = 3.025 > t table = 1.671 with a P value of 0.003 < Cut off Value of 0.05. This means that work involvement has a positive and significant effect on readiness for change through continuous training, so that the **tenth hypothesis is declared accepted**.

Eleventh Hypothesis: The results of the statistical T analysis obtained a calculated t value = 3.356 > t table = 1.671 with a P value of 0.001 < Cut off Value of 0.05. This means that the sense of psychological security has a positive and significant effect on readiness for change through continuous training, so that the **eleven hypothesis is declared accepted**.

The Twelfth Hypothesis: The results of the statistical T analysis obtained a calculated t value = 0.735 < t table = 1.671 with a P Value of 0.463 > Cut off Value of 0.05. This means that the sense of psychological security has a positive but not significant effect on readiness for change through individual innovation, so the **twelfth hypothesis is rejected**.

3.2. Discussion

The results of testing the **first hypothesis** indicate that job engagement has a positive and significant influence on individual innovation among members of the Bone Bone Police Sector. The higher a member's level of job engagement, the greater their tendency to innovate in their work. Members who feel emotionally, cognitively, and physically engaged in their work tend to be more proactive, seek creative solutions, and dare to try new methods to improve the effectiveness and efficiency of police duties.

This positive influence can occur because work engagement makes members feel high in energy and dedication, feel meaningful in their work, and demonstrate commitment to their tasks. These results align with several studies that have found that engaged individuals experience positive psychological states called vigor, dedication, and absorption[4]. This condition encourages members to actively seek, initiate, and implement new ideas. Work engagement also increases individual confidence and courage to experiment and take controlled risks, which are the foundation of individual innovation [5].

Second hypothesis this study shows that job engagement has a positive and significant effect on ongoing training for members of the Bone Bone Police Sector. This means that members with a high level of job engagement are more likely to participate in, actively seek out, and utilize training to improve their competence and performance within the police force. Job engagement, characterized by enthusiasm, dedication, and absorption in tasks, encourages individuals to continuously develop themselves. Job engagement can build a proactive attitude and an internal drive to continue learning. With high job engagement, members will be more

enthusiastic, consistent, and selective in utilizing ongoing training and improving their professionalism.

These results are in line with research which found that individuals who have intrinsic motivation to learn and adapt to work demands and changes[6]. They not only complete routine tasks but also pursue opportunities to improve and equip themselves, one of which is through ongoing training. This makes individuals more open to new learning experiences and willing to participate in training that can help them face new challenges and changes in the organization[7]. In addition, work involvement also increases self-confidence and perception of the benefits of learning, so that members are more active and consistent in participating in training [8].

Data analysis shows that, in the **third hypothesis**, psychological safety has a positive and significant effect on individual innovation among members of the Bone Bone Police Sector. This means that the higher the level of psychological safety members feel, the more likely they are to exhibit innovative behavior, such as boldly offering new ideas, seeking alternative work methods, and conducting experiments in carrying out police duties.

A strong sense of psychological safety within the organization allows Polsek members to boldly try, propose, and implement new ideas without fear of failure or negative reactions. This serves as a key foundation for individual innovation, providing a space for freedom of expression, experimentation, and collective learning within the workplace. This positive influence occurs because psychological safety makes members feel valued, supported, and free from social risks such as negative judgment, rejection, or punishment if they express new ideas or experiment on the job.

These findings align with previous research that found that in psychologically safe environments, individuals are more likely to express creative thinking, propose alternative solutions, and learn from failure. Psychological safety allows individuals to question the status quo, take the risks necessary for innovation, and be open to change.[9]. Other research results also found that collaboration, knowledge sharing, and building trust between team members, thus opening up space to generate and implement new ideas.[10].

Data analysis for the **fourth hypothesis** of this study indicates that psychological safety has a positive and significant impact on the ongoing training of Bone Bone Police officers. Officers who feel psychologically safe feel emotionally supported and are not afraid to learn new things, ask questions when they don't understand the material, and are not afraid of failure during the training process. They believe that the work environment will positively welcome self-development efforts, thus strengthening their motivation to participate in and utilize available training.

A sense of psychological safety encourages individuals to be open to asking questions, exploring new knowledge, and actively improving their competencies without fear of negative evaluation or negative consequences from superiors and colleagues. This situation facilitates continuous learning because members feel free to express learning needs, seek feedback, and contribute during training.[11].

Study [12] states that work environments with high levels of psychological safety tend to increase training participation, knowledge sharing, and organizational learning. This is because individuals feel the environment supports their development. Similarly, research [13] [14] also shows that psychological safety plays a key role as a catalyst in developing a culture of learning and innovation through continuous training.

Based on the statistical analysis of the **fifth hypothesis**, it was shown that job engagement has a positive and significant effect on readiness for change among members of the Bone Bone Police Sector. Job engagement implies enthusiasm, dedication, and emotional connection among workers to their duties. When individuals have high levels of job engagement, they are more enthusiastic, proactive, and open to accepting and implementing organizational change.

This positive relationship occurs because when employees feel engaged, they feel they have goals that are aligned with the direction of organizational change, so they tend to support the change process and actively participate in its implementation.[15]. In addition, work engagement also increases resilience, flexibility, and readiness to face uncertainty and new challenges that arise during periods of change.[16]. Other research also confirms that individuals with high levels of work engagement have a more positive perception of change, are more adaptable, and are able to create a supportive work environment for change.[17].

The statistical analysis showed that psychological safety had a positive but insignificant effect on readiness for change among members of the Bone Bone Police Sector, thus rejecting the **sixth hypothesis** of this study. Although theoretically, increased psychological safety tends to increase individual readiness for change, this effect was not proven in the context of this study.

This suggests that psychological safety is not the primary factor influencing readiness for change among members of the Bone Bone Police Sector. Other, more dominant factors, such as leadership, work engagement, or intrinsic motivation, are more important determinants of readiness for change in the environment. Furthermore, these findings also suggest that simply feeling psychologically safe does not necessarily indicate readiness for change unless supported by other, more specific factors related to the change itself.

Several studies have found that psychological safety can have a positive impact on change readiness, but the strength of this influence can depend on the context, type of organization, work culture, and other internal factors such as commitment to the organization and work engagement.[18].[11], shows that psychological safety plays a greater role as a facilitator of learning and innovation than a direct determinant of readiness for change, unless the change requires a very high level of open communication. In addition, research[19] highlighted that the influence of psychological safety on change readiness can be insignificant if it is not supported by effective change communication, clear leadership, and employee involvement in the change process.

Data analysis for testing the **seventh hypothesis** indicates that individual innovation has a positive but insignificant effect on readiness for change among members of the Bone Bone Police Sector. In this study, individual innovation was not a significant factor influencing readiness for change. Although someone tends to be innovative, this does not automatically make them ready to accept or support every change that occurs in the workplace if the

environment or support system is inadequate. Organizations need to ensure a conducive work climate and management support to optimize the positive influence of individual innovation on readiness for change.

Several studies have found that individual innovation is not strong enough to drive change readiness without the support of other factors, such as engagement, trust, or effective change communication.[20]. In addition, change readiness is often more influenced by perceptions of fairness, leadership, or team readiness than by individual innovation orientation alone.[21]. Study [11] revealed that individual innovation is indeed important, but implementation and readiness for change are very dependent on system support, the role of leaders, and the openness of the entire organization to the transformation process.

Based on the statistical analysis of the **eighth hypothesis**, ongoing training has a positive and significant effect on readiness for change among members of the Bone Bone Police Sector. Continuous training can increase members' readiness to face and implement organizational change processes.

Ongoing training provides members with new understanding, skills, and attitudes needed to adapt to organizational developments and demands. Training can boost self-confidence and foster a positive perception of change, as well as improve readiness to implement or support any change initiative. Training also strengthens motivation, broadens perspectives, and increases psychological flexibility, making members not only better prepared but also more proactive in facing change.

Other studies have also found that ongoing training is very effective in increasing readiness for change, both through increasing competence, self-confidence, and positive attitudes towards change.[22]. According to[23], by developing a growth mindset and encouraging adaptive responses to new demands. Furthermore, ongoing training also creates a learning climate that supports overall organizational change.[15].

Data analysis for the ninth hypothesis showed that work engagement had a positive but insignificant effect on readiness for change through individual innovation among members of the Bone Bone Police Sector. Work engagement, which is thought to encourage innovative behavior that subsequently increases readiness for change, as a mediator of individual innovation, was not proven significant in this study.

These results indicate that individual innovation is not a mediating variable in the relationship between work engagement and change readiness in this study. Several factors other than individual innovation are likely more relevant as mediators, thus strengthening the relationship between work engagement and change readiness. These results also suggest that individual innovation may not necessarily directly convert work engagement into readiness for change, especially without the support of other supporting factors.

Several studies are also in line with the results of this study which also found that although work involvement influences individual innovation behavior, the mediation of individual innovation on change readiness may be insignificant if the organization does not provide a conducive climate, transformational leadership, or effective change communication strategies.[15]. In addition, several studies have shown that readiness for change is more

influenced by direct factors such as communication, role clarity, trust in management, and training than by individual innovation as a mediator.[15].

The tenth hypothesis The results of the study, which state that work engagement has a positive and significant effect on readiness for change through ongoing training, are accepted. These results indicate that when members have a high level of work engagement, they tend to be more active and enthusiastic about participating in ongoing training provided by the organization. Involvement in training further improves knowledge, skills, and psychological readiness to face changes in the workplace. Continuous training is an important bridge in optimizing the positive effects of work engagement on individual readiness to welcome and implement change.

The positive effect of work engagement on change readiness is stronger when organizations consistently provide ongoing training as a means of learning, adaptation, and competency improvement. This demonstrates that ongoing training acts as a significant mediator in the relationship between work engagement and change readiness.

Study[15] showed that high work engagement motivates employee participation in self-development through training, which in turn increases adaptability to organizational change. Study [23] proved that continuous training significantly mediates the influence of motivational factors on readiness for change. Research [24] also emphasized that ongoing training increases readiness for change by strengthening competency, self-confidence, and openness to work dynamics.

The results of the data analysis for the **eleventh hypothesis** indicate that psychological safety has a positive and significant effect on readiness for change through ongoing training. Members of the Bone Bone Police Department who feel psychologically safe are more open to participating in ongoing training. Psychological safety encourages individuals to actively learn, ask questions, and try new things without fear of mistakes or negative judgment. Through ongoing training, members acquire new skills and knowledge that strengthen their readiness to face changes in the organization. The impact of psychological safety on readiness for change is indirectly influenced by increased participation in ongoing training.

Several other studies have also found that psychological safety increases engagement in training, and training strengthens beliefs, skills, and readiness to face change.[25] [4]. In addition, a psychologically safe work environment supports continuous learning, which is an important factor in change readiness.[26].

Data analysis for the **twelfth hypothesis** indicates that psychological safety has a positive but insignificant effect on readiness for change through individual innovation. These results suggest that to increase readiness for change, organizations need not simply provide a sense of psychological safety and rely on individual innovation; they also need to strengthen other systematic factors that have a more direct impact on readiness for change among members at the Bone Bone Police.

Members who feel psychologically safe are more motivated to innovate, but in the context of this study, individual innovation is not the primary factor mediating the relationship between psychological safety and readiness for change. Psychological safety alone cannot make members ready to accept change through increased individual innovation; other factors in the

organizational environment, such as management support, communication, or organizational climate, are more important determinants of readiness for change than individual innovation.

Other research also found that psychological safety contributes positively to innovative behavior, but does not significantly increase readiness for change if it is not supported by other factors.[11]. Moreover, individual innovation is often not the only important mediator between psychological safety and readiness for change, because readiness for change is more often directly influenced by other factors such as organizational culture and openness of communication.[27].

4. Conclusion

Based on the analysis, ongoing training proved to be the most effective mediating factor in increasing readiness for change among members of the Bone Bone Police, both through work engagement and psychological safety. Individuals who felt engaged and psychologically safe were more active in participating in training and, through this training, became better prepared for the change process in the organization.

In contrast, individual innovation was not shown to be a significant mediator in the relationship between work engagement or psychological safety and change readiness. This suggests that encouraging personal innovation alone is not sufficient to increase change readiness unless supported by a systematic training strategy and a supportive organizational culture open to change.

Thus, organizations need to prioritize strengthening employee engagement, creating a sense of psychological safety, and providing ongoing training as key strategic steps to ensure all members are prepared for change. These factors, if implemented simultaneously, will maximize change readiness and strengthen the organization's adaptive capacity in the future, particularly at the Bone Bone Police Station, North Luwu Regency.

5. Acknowledgement

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