



Research Paper

The Effect of Self-Concept and Work Motivation on Job Satisfaction of the North Sumatera Police Mobile Brigade

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Abstract. This research aims to determine the influence of self-concept and work motivation partially and simultaneously on job satisfaction of North Sumatera Police Mobile Brigade Unit Personnel. The respondents in this research were 335 North Sumatera Police Mobile Brigade Unit personnel. The method used in this sampling is simple random sampling. The results of the analysis show that self-concept has a positive and significant influence on the job satisfaction of North Sumatera Police Mobile Brigade Unit personnel; work motivation has a positive and significant influence on job satisfaction of North Sumatera Police Mobile Brigade Unit personnel; Self-concept and work motivation provide a positive and significant influence together on the job satisfaction of North Sumatera Police Mobile Brigade Unit personnel.

Keywords : *Self Concept, Work Motivation, Job Satisfaction*

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I. Introduction

Human resource is a vital role in the survival of an organization to increase its effectiveness and efficiency. The success parameters of an organization can be determined by many factors, one of which is the human resource factor. Building an organization is not only determined by the quantity of members owned, but also determined by the quality of human resources in an organization (Mangkunegara, 2009). Therefore, an organization needs to pay special attention to the function of human resource management in order to achieve organizational goals.

An employee's job satisfaction is a factor that is considered important because it can affect the running of the organization as a whole. Job satisfaction is a general attitude of an individual towards his job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job (Robbins & Judge, 2015). Therefore, within the scope of an organization, job satisfaction factors provide good benefits in order to achieve maximum work results.

Feelings of satisfaction at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction can provide a pleasant and joyful sense in carrying out work, besides that the maintenance of job satisfaction will encourage employees to work passionately and will ultimately help the company in achieving the desired goals (Anas, 2013). Job satisfaction is closely related to a person's attitude towards his own work. Thus, the higher the level of job satisfaction of a person will be reflected in a positive work attitude.

The Indonesian National Police (Polri) is a law enforcement organization in Indonesia that acts as a security guard for public order. Based on Law of the Republic of Indonesia Number 2 of 2002 concerning the National Police of the Republic of Indonesia, article 13 states that the functions and objectives of the police are then further elaborated in the main duties of the police which include maintaining public security and order, enforcing the law and providing protection, protection and services to the community. In an effort to fulfill the functions and objectives of the police, the National Police is required to be able to manage existing human resources well.

In the field of handling high-intensity crimes, the National Police has a special elite force incorporated in the Mobile Brigade abbreviated as Brimob. The North Sumatera Police Brimob Unit is one of the structural elements of the Brimob Polri organization in Indonesia that handles the threat of high-intensity crime in the North Sumatera area. The Brimob Unit of the North Sumatera Police has the main task of carrying out countermeasures against high-intensity security disturbances including terrorism, riots or mass riots, organized

crime with firearms or explosives, handling Chemical, Biological and Radioactive (KBR) weapons and carrying out SAR (Search And Rescue) activities.

Several efforts have been made by the Brimob Unit of the North Sumatra Police to create job satisfaction. This can be seen from the provision of salaries and promotions to its personnel. The salary of members of the Brimob Unit of the North Sumatra Police is carried out on the 1st of each month. The salary is certainly related to meet the needs of living costs so it is necessary to think about periodic salary increases for personnel. Meanwhile, personnel will get rewards in the form of promotions if they have completed their work beyond predetermined expectations. Hereby, the personnel of the Brimob Unit of the North Sumatra Police will try to continue to improve their performance.

Job satisfaction is influenced by several factors, including self-concept (Ramdani & Sopian, 2021). Self-concept has an important role in influencing a person to think, feel and act in his daily life. A person's self-concept is formed from his beliefs about personality, interests and skills, as well as his strengths and weaknesses, which make him similar to others as a unique being (Handayani, 2017). A person's self-concept influences his thoughts and actions, including what he perceives as threats and opportunities in dealing with stress, success, and behaving toward others.

Self-concept is an organized collection of beliefs and self-perceptions about oneself, in other words, it works as a basic scheme. Self-concept provides a decisive frame of mind related to how to process information about oneself, including motivation, emotional state, self-evaluation, abilities and many other things (Susetyo, 2014). Self-concept can trigger motivation to work optimally, so if someone is able to think about perceiving themselves to work well, then indirectly they will be motivated to do so. According to Acocella & Calhaoun (1990) in Ghufuron & Risnawati (2012), self-concept is divided into positive self-concept and negative self-concept. Positive self-concept is acceptance that leads the individual toward a humble, generous, and unselfish nature. A person with a positive self-concept can understand and accept a number of various facts about himself both disadvantages and advantages. A person with a strong sense of self is more likely to feel capable and competent in carrying out their job duties, which can increase job satisfaction. While, negative self-concept is a person's view of himself that is disorganized, lacks stability, and self-wholeness. In addition, it can also be a self-concept that is too stable and too organized (rigid). Individuals who have a negative self-concept will easily give up and despair when they find a little obstacle in each process, will always be overshadowed by the fear of failure, and when if they experience failure, they will blame themselves excessively to others. Individuals who lack confidence feel unable to handle job tasks well, which can reduce job satisfaction.

The Brimob Unit of the North Sumatra Police provides various competencies for its personnel. In supporting the implementation of their basic duties, each Brimob personnel is equipped with special qualifications that are not possessed by police personnel in general. These qualifications include basic map and compass navigation skills, intelligence, anti-terror, riot control, guerrilla warfare, close warfare tactics, explosive disposal, handling armed high-intensity crime, computer operation skills, surveillance, disguise and stalking as well as individual and unit capabilities. This qualification makes a distinction in the assessment of Brimob members as elite police forces who have competence above the general duty police. The competence possessed by Brimob members can increase the confidence they have in the abilities and qualifications of these members. This shows that the debriefing of competencies provided by the Brimob Unit of the North Sumatra Police can increase the productivity of Brimob members' performance. Certainty in completing work and confidence in carrying out work can be seen in every completion of obligations carried out. In addition, the Brimob Unit of the North Sumatra Police also evaluates the results of the competencies provided so that the output produced will be maximized.

In addition to self-concept, work motivation can also affect job satisfaction (Herzberg, 2001 in Robbins & Judge, 2015). Work motivation can be said to be a driver or drive that can trigger a sense of enthusiasm and is also able to change individual behavior to lead to better things. Work motivation includes efforts to encourage or encourage someone to work related to providing impulse that creates someone's work excitement so that they want to work together, work effectively and are integrated with all efforts to achieve satisfaction (Hasibuan, 2017). Additionally, work motivation is an encouragement to move and direct employees at work so as to prevent obstacles, mistakes and failures at work. Work motivation can be said to be a force that causes individuals to act in a certain way (Benowitz, 2001). Some ways to increase the work motivation of organizational members include through training, for example holding training to improve work, providing rewards (bonuses) for outstanding employees, approaching to optimize employee performance, holding special activities to build kinship between employees and leaders.

Moreover, according to Herzberg (2001) in Luthans (2011) work motivation is divided into two, namely intrinsic motivation and extrinsic motivation. Intrinsic motivation drives a person to achieve that comes from the individual, better known as motivational factors. While extrinsic motivation comes from outside oneself which also determines one's behavior in one's life known as hygiene factor theory. Work motivation can be increased if there is continuity between personal goals and organizational goals (Triono et al, 2021). Thus, every member of

the organization needs to be motivated to work harder to achieve the goals of the organization and meet the needs of his life.

Research conducted by Parastika & Hapsari (2022) and Handayani (2017) states that self-concept has a significant effect on job satisfaction. Sanwari (2021) states that work motivation has a significant effect on job satisfaction, while Almaida & Purnomo (2021) states that work motivation has no effect on job satisfaction. In another study conducted by Ramdani & Sopiyan (2021), it is stated that both self-concept and work motivation affect job satisfaction. Several studies related to job satisfaction of members of the National Police were conducted using different variables. However, research on job satisfaction influenced by self-concept and motivation in Brimob personnel has never been conducted before.

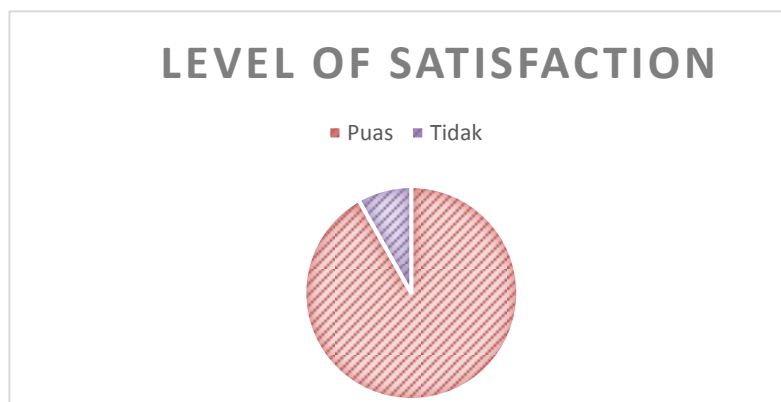


Figure 1.1. The level of satisfaction of North Sumatera Police Brimob Unit personnel toward work in 2023

Source : Primary Data (2023), processed

Based on the figure related to the level of personnel satisfaction toward the current job, the empirical fact found is that the level of personnel satisfaction toward the profession as Brimob members is higher than those who choose dissatisfaction. This result was obtained from an initial survey conducted by the researcher to 250 personnel of the North Sumatra Police Brimob Unit in July 2023. He asked about personnel's satisfaction with their work as members of the Brimob Unit of the North Sumatra Police. A total of 91.8% of personnel expressed satisfaction and the rest of 8.2% expressed dissatisfaction.

The increase in high-intensity crime in the North Sumatra Police area and the job risks faced have not dampened job satisfaction as personnel of the North Sumatra Police Brimob Unit. Personnel who have a positive self-concept, or an individual's positive view of himself, have a strong and self-confidence. Personnel with a strong sense of self are more likely to feel capable and competent in carrying out their job duties, which can increase job satisfaction. Similarly, personnel who have clear goals and are intrinsically motivated tend to feel more satisfied because they feel engaged in work that has meaning to them. Self-concept and work motivation are interrelated and can form the work experience of personnel.

In conclusion, it can be explained that the job satisfaction of North Sumatra Police Brimob Unit personnel in carrying out their duties can be influenced by internal factors of themselves. These factors are self-concept and work motivation, meaning that job satisfaction of North Sumatra Police Brimob Unit personnel is influenced by self-concept and work motivation. This research is conducted to find, develop and test the truth of knowledge. Therefore, the research is an activity to obtain information about job satisfaction of Brimob Unit personnel of the North Sumatra Police. So the purpose of this study is (1) to determine the influence of self-concept on job satisfaction of North Sumatra Police Brimob Unit Personnel, (2) to determine the effect of work motivation on job satisfaction of North Sumatra Police Brimob Unit Personnel, and (3) to determine the influence of both self-concept and work motivation on job satisfaction of North Sumatra Police Brimob Unit Personnel

II. Methodology

The research design used in this study is quantitative method. While the type of quantitative research used in this study is correlational (expost facto). According to Sugiyono (2016), correlational research is research that asks the relationship between two or more variables in a study. The population in this study is North Sumatra Police Brimob Unit personnels that consist of 1827 personnels. Sampling in this study uses the Slovin formula with the following calculations:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1827}{1 + 1827(0,050)^2}$$

$$n = \frac{1827}{1 + 1827(0,0025)}$$

$$n = \frac{1827}{1 + 4,567}$$

$$n = \frac{1827}{5,567} = 328$$

Based on the calculation, it can be seen that the calculation results were obtained is 328. Thus, the minimum sample in this study is 328 personnels of North Sumatra Brimob Unit. The sampling technique used in this study is *probability sampling technique*. While the method used in this sampling is *simple random sampling*, namely taking sample members from a population that is carried out randomly without paying attention to the strata in the population (Sugiyono, 2016). While the data collection method used in this study is by using the psychological scale method.

This research will spread three scales, namely the job satisfaction scale, self-concept scale, and work motivation scale. The job satisfaction scale aims to measure job satisfaction indicators proposed by Colquitt et al (2017), namely leadership, competence over the work at hand, management policies, compensation, rewards and environmental atmosphere. The scale method used is the Likert method which provides five alternative answers, namely for favorable and unfavorable items. The following is a blueprint that presents the distribution of job satisfaction scale items:

Table 2.1. Distribution of Job Satisfaction Scale Items

No.	Dimension	Favorable Items	Unfavorable Items	Sum
1.	Leadership	2	2	4
2.	Competency for the Work at Hand	2	2	4
3.	Management Policies	2	2	4
4.	Compensation	2	2	4
5.	Appreciation	2	2	4
6.	Environmental Atmosphere	2	2	4
Total of Items		12	12	24

The second scale is the Self-Concept Scale, aiming to measure aspects of self-concept proposed by Kreitner & Kinicki (2013), namely self-confidence, enthusiasm and appreciation. The scale method used is the Likert method which provides five alternative answers, namely for favorable and unfavorable items. The following is a blueprint that presents the distribution of Self-Concept Scale items:

Table 2.2. Distribution of Self-Concept Scale Items

No.	Dimension	Favorable Items	Unfavorable Items	Sum
1.	Self-confidence	2	2	4
2.	Enthusiasm	2	2	4
3.	Reward	3	3	6
Total of Items		7	7	14

The next scale is the Work Motivation Scale. This scale aims to measure the indicators of work motivation proposed by Mangkunegara (2009) in Fadillah et al. (2013), namely responsibility, work achievement, opportunities for advancement, recognition of job satisfaction and challenging work. The scale method used is the Likert method which provides five alternative answers, namely for favorable and unfavorable items. The following is a blueprint that presents the distribution of Work Motivation scale items:

Table 2.3 Distribution of Work Motivation Scale Items

No.	Dimension	Favorable Items	Unfavorable Items	Sum
1.	Responsibility	2	2	4
2.	Work achievement	2	2	4
3.	Opportunities for Advancement	2	2	4
4.	Recognition of Job Satisfaction	2	2	4
5.	Challenging Work	2	2	4
Total of Items		10	10	20

All Scales are carried out Validity, Reliability and Difference Power Test before use. Validity test uses content validity to professional judgement and construct validity uses factor analysis. While the test of reliability items uses Cronbach's Alpha to see the consistency between items on the scale. While the items of difference power test uses correlation coefficient formula of *Pearson Product Moment* which results Total Item Correlation Coefficient (Rix) value.

The following is the distribution of a scale item after testing:

Table. 2.4 Distribution of Scale Items that Fail

No.	Dimension	Numbers of Items	Items that Fail	Remaining Sum
1	Job Satisfaction	24	2	22
2	Self-Concept	14	3	11
3	Work Motivation	20	5	14

III. Result

3.1 Respondent Description

Accordingly, the results of the scale that has been collected are 335 scales. Based on personal data included in the measuring instrument of this study, it was found that the most research subjects were men that consist of 328 (97.9%), while there were only 7women (2.1%). Based on marital status, the research subjects were dominated by unmarried respondents as many as 297 people (83.3%) and the rest were married ones that consist of 51 people (15.2%) and there were 5 widowers/widows (1.5%).

Then, based on residence, the most research subjects who lived in Brimob/Polri dormitories are 132 (39.4%), 129 people (38.5%) lived in their own houses outside the dormitories, 21 people (6.3%) lived in family/elderly homes, 48 people (14.3%) lived in single barracks and the rest was 5 people (1.5%) who lived in boarding houses.

Furthermore, based on work units, the most research subjects came from battalion C work units that consist of 235 people (70.1%), Command Unit Headquarters 24 people (7.2%), Battalion A 28 (8.4%), Battalion B 36 people (10.7%) and Gegana Detachment 12 people (3.6%). Then, based on police education sources, the research subjects of BINTARA (non-commissioned officers) education were 249 people (74.3%) and TAMTAMA (enlisted officers) were 86 people (25.7%). The description of the next research subject is based on rank group. The majority of research subjects were dominated by respondents who had a non-commissioned officer rank group of 276 (82.3%) and the least was PAMEN consisting of only 2 people (0.6%). The rest were 33 enlisted officers (9.9%) and 24 PAMA (7.2%).

The final respondent description is based on the length of service calculated from 0 years to more than 20 years. The respondents who dominated were 134 people (40%) who had served for more than 20 years, while the fewest respondents were those with a length of service for 11-15 years, namely 36 people (10.8%). The rest were 0 years to 5 years there were 44 people (13.1%), 6 years to 10 years there were 75 people (22.4%) and 16 years to 20 years there were 46 people (13.7%).

3.2 Assumption Test

The assumption test serves to see the ability of the data to be analyzed to meet the basic assumptions of regression. The assumption test in this study consists of normality test, linearity test, multicollinearity test, heteroscedasticity test and autocorrelation test.

a. Normality Test

The normality test was performed using statistical methods of skewness and kurtosis with the help of *SPSS 25.0 for Windows*. From the calculation results, it was found that the job satisfaction variable had a Zskewness value of $-0.222/0.133 = -1.669$ and a Zkurtosis value of $-0.244/0.266 = -0.917$. Then for the self-concept variable has a Zskewness value of $-0.256/0.133 = -1.924$ and a Zkurtosis value of $-0.448/0.266 = -1.684$. Then for the work motivation variable, the Zskewness value was $-0.171/0.133 = -1.285$ and the Zkurtosis value: $-0.484/0.266 = -$

1.819. The data can be said to be normally distributed if the ratio of skewness and kurtosis is between -2 to +2 (Santoso, 2000). **Based on the Zskewness and Zkurtosis values, it can be concluded that all data are normally distributed (-2 < Zskewness & Zkurtosis < 2).**

b. Linearity Test

The linearity test in this study was carried out using the test for linearity test with the help of *SPSS 25.0 for Windows*. As for the calculation results, it is known that the linearity test between the variables of self-concept and job satisfaction found a significance value of deviation from linearity 0.595 ($p > 0.05$). Then for the linearity test between the variables of work motivation and job satisfaction, we found the significance value of deviation from linearity 0.507 ($p > 0.05$). **This shows that the assumption of linearity between the independent variable and the dependent variable is satisfied.**

c. Multicollinearity Test

Based on the multicollinearity assumption test with the help of *SPSS 25.0 for Windows*, it is shown that the VIF value of job satisfaction and work motivation is 3.689 with a tolerance value of 0.271. Multicollinearity occurs if it has a tolerance value smaller than 0.1 and an inflation factor variance (VIF) greater than 10 (Field, 2009). **Looking at the results of the multicollinearity test in this study, it can be concluded that there is no multicollinearity between independent variables.**

d. Heteroscedasticity Test

In this study, in order to detect the occurrence of symptoms of heteroscedasticity was carried out with the Glejser test. This method is done by progressing the residual absolute value to the independent variable. From the calculation results with the help of *SPSS 25.0 for Windows*, it was obtained that the significance value on the self-concept variable was 0.166 ($p > 0.05$) and the work motivation variable was 0.375 ($p > 0.05$). **Thus, the results of this calculation show that the two independent variables do not contain symptoms of heterokedasticity.**

e. Autocorrelation Test

The autocorrelation assumption test aims to find out whether there is a correlation between one error variable and another error variable in a linear regression model. The results of the autocorrelation test in this study obtained a Durbin-Watson (d) test value of 1.938. Data that is said to be autocorrelation-free is if the statistical value of the Durbin-Watson test is between 1 and 3 (Field, 2009). **Thus, it can be concluded that in this linear regression model, there was no autocorrelation that occurs.**

3.3 The Results of Research Hypothesis Test

a. The Effect of Self-Concept on Job Satisfaction

The first hypothesis is that self-concept has a significant effect on job satisfaction. Baseb on the results of the hypothesis test between the influence of self-concept (X1) and job satisfaction (Y), it showed in the table 3.3.1 below:

Table 3.3.1 Results of Self-Concept Regression to Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60575.969	1	60575.969	829.510	.000 ^b
	Residual	24317.721	333	73.026		
	Total	84893.690	334			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Self-Concept						

Source : Primary data (2023), processed:

Based on the table, a significance value of 0.000 is obtained which means < 0.05 . So it can be concluded that self-concept has a significant effect on job satisfaction. Thus, to determine the magnitude of the influence of self-concept on job satisfaction, an R determination test was carried out with the results as in the following table:

Table 3.3.2. The Contribution of Self-Concept to Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845 ^a	.714	.713	8.546
a. Predictors: (Constant), Self-Concept				

Source : Primary data (2023), processed.

Based on the table, it can be seen that the R value is 0.845 and is positive which means that there is a positive influence between self-concept on job satisfaction, meaning that the more positive the self-concept of personnel, the higher the level of job satisfaction.

In the table it also shows that the value of the determinant coefficient (R Square) is 0.714 or 71.4%, meaning that the contribution of self-concept variables to job satisfaction is 71.4% while the remaining 28.6% is explained by other causes outside this research model. In conclusion, the first hypothesis is accepted, that self-concept has a significant effect on job satisfaction.

Furthermore, to determine the influence between the independent variable (self-concept) and the dependent variable (job satisfaction), it can be seen from the regression coefficient as in the following table:

Table 3.3.3. Regression Equation of Self-Concept to Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.528	2.597		4.054	.000
	Self-Concept	1.621	.056	.845	28.801	.000

a. Dependent Variable: Job Satisfaction

Source : Primary Data (2023), processed

Based on the table, the regression equation $Y = 10.528 + 1.621 X_1$ is obtained. The constant 10.528 in the equation shows that if the self-concept variable is 0, then job satisfaction has a value of 10.528. The value of the regression coefficient of the self-concept variable is 1.621 and is positive meaning that each increase in self-concept once will increase job satisfaction by 1.621.

b. The Effect of Work Motivation on Job Satisfaction

The second hypothesis is that work motivation has a significant effect on job satisfaction. The following shows the results of the hypothesis test between the effect of work motivation (X2) and job satisfaction (Y):

Table 3.3.4 Regression Results of Work Motivation to Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51978.292	1	51978.292	525.856	.000 ^b
	Residual	32915.397	333	98.845		
	Total	84893.690	334			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Motivation

Source : Primary Data (2023), processed

Based on the table, a significance value of 0.000 is obtained which means < 0.05 . Thus, it can be concluded that work motivation has a significant effect on job satisfaction. To determine the magnitude of the effect of work motivation on job satisfaction, an R determination test was carried out with the following results.

Table 3.3.5 Regression Contribution of Job Motivation to Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.782 ^a	.612	.611	9.942

a. Predictors: (Constant), Work Motivation

Source : Primary Data (2023), processed

Based on the table, it can be seen that the R value is 0.782 and is positive which means that there is a positive influence of work motivation on job satisfaction, meaning that the higher the work motivation owned by personnel, the higher the level of job satisfaction.

The determinant coefficient (R Square) is 0.612 or 61.2%, meaning that the contribution of work motivation variables to job satisfaction is 61.2% while the remaining 38.8% is explained by other causes outside this

research model. In conclusion, the second hypothesis is accepted, that work motivation has a significant effect on job satisfaction.

Furthermore, to determine the influence between variables, the independent variable (work motivation) on the dependent variable (job satisfaction) is seen from the regression coefficient as explained in the following table.

Table 3.3.6 Regression Equation of Work Motivation to Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.754	3.245		3.314	.001
	Work Motivation	1.307	.057	.782	22.932	.000

a. Dependent Variable: Job Satisfaction

Source : Primary Data (2023), processed

According to the table, the regression equation $Y = 10.754 + 1.307 X_1$ is obtained. The constant 10.754 in the equation shows that if the work motivation variable is 0, job satisfaction has a value of 10.754. The value of the regression coefficient of the work motivation variable is 1.307 and is positive, meaning that each work motivation increases once, it will increase job satisfaction by 1.307.

c. The Effect of Self-Concept and Work Motivation on Job Satisfaction

The third hypothesis is that both self-concept and work motivation affect job satisfaction. The following table showed the results of the hypothesis test between the influence of self-concept (X_1) and work motivation (X_2) with job satisfaction (Y):

Table 3.3.7 Regression Results of Self-Concept and Work Motivation on Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61751.716	2	30875.858	442.952	.000 ^b
	Residual	23141.973	332	69.705		
	Total	84893.690	334			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Motivation, Self-Concept

Source : Primary Data (2023), processed

Based on the table, a significance value of 0.000 is generated which means < 0.05 . Thus, it can be concluded that self-concept and work motivation have a significant effect on job satisfaction. To determine the magnitude of the influence of self-concept and work motivation on job satisfaction, an R determination test was carried out with the results as in the following table:

Table 3.3.8 The Regression Contribution of Self-Concept and Work Motivation to Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.727	.726	8.349

a. Predictors: (Constant), Work Motivation, Self-Concept

b. Dependent Variable: Job Satisfaction

Source : Primary Data (2023), processed

Based on the table, it can be seen that the R value is 0.853 and is positive which means that there is a positive influence of self-concept and work motivation on job satisfaction, meaning that the more positive the self-concept of the personnel and the higher the work motivation, the higher the level of job satisfaction. Moreover, in the table it is found that the value of the determinant coefficient (R Square) is 0.727 or 72.7%, meaning that the contribution of both self-concept and work motivation variables to job satisfaction is 72.7% while the remaining 27.3% is explained by other causes outside this research model. In conclusion, the third hypothesis is accepted, that both self-concept and work motivation affect job satisfaction.

Furthermore, in order to determine the influence between variables, independent variables (self-concept and work motivation) on dependent variables (job satisfaction), it can be seen from the regression coefficient as in the following table:

Table 3.3.9 Regression Equation of Self-Concept and Work Motivation to Job Satisfaction

Model		Coefficients ^a							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	6.148	2.753		2.234	.026			
	Self-Concept	1.251	.106	.652	11.841	.000	.845	.545	.339
	Work Motivation	.378	.092	.226	4.107	.000	.782	.220	.118

a. Dependent Variable: Job Satisfaction

Source : Primary Data (2023), processed

Based on the table, it shows that the regression equation $Y = 6.148 + 1.251 X_1 + 0.378 X_2$ can be formulated, or the regression equation can be formulated as follows:

$$\text{Job Satisfaction} = 6,148 + 1,251 X_1 + 0,378 X_2$$

Figure 3.1. Results of Multiple Linear Regression Equations

According to the figure, it shows a constant value of magnitude meaning that if the variables of self-concept and work motivation are 0, then job satisfaction has a value of 6.148. The value of the regression coefficient of the positive self-concept variable is 1.251 and the positive work motivation variable is 0.378 which means that each self-concept increases once, it will increase job satisfaction by 1.251. Meanwhile, each work motivation increases, it will increase job satisfaction by 0.378.

IV. Discussion

Based on the research that has been done, the first hypothesis in this study proves that there is a positive influence between self-concept and job satisfaction. This means that the more positive the self-concept of the personnel of the North Sumatra Police Brimob Unit, the more satisfaction in work. The results of the first hypothesis in this study have supported previous research stating that self-concept has a positive or significant effect on job satisfaction (Handayani, 2017; Ramdani & Sopiyan, 2021; Parastika & Hapsari, 2022).

In addition, it also shows that generally, the self-concept of the personnel of the Brimob Unit of the North Sumatra Police is positive, followed by the job satisfaction of the personnel for the existence of a positive self-concept. This can be seen from the number of personnel who have a positive self-concept of 239 personnel (71.3%) and the number of personnel with a high level of job satisfaction was 223 employees (66.6%). It can also be seen that the personnel have good confidence so that they are confident that they can complete the work given by the leader optimally. Personnel also have enthusiasm in completing each job in accordance with the specified target in order to get the desired reward.

The results also show that the second hypothesis in this study has proven that work motivation has a positive and significant influence on job satisfaction. This means that with the higher work motivation possessed by the personnel of the Brimob Unit of the North Sumatra Police, their job satisfaction will increase. The results of the second hypothesis in this study have supported previous research which states that work motivation has a positive or significant effect on job satisfaction (Dewi, P., Fikri, K., & Fitrio, T, 2019; Sanwari, 2021; Almaida & Purnomo, 2021; Toumahuw, 2022; Mayastinasari, 2023).

Generally, It shows that the work motivation of the personnel of the Brimob Unit of the North Sumatra Police is positive, followed by the job satisfaction of the personnel for the increase in work motivation. This can be seen from the number of personnel who have high work motivation are 224 personnel (66.9%) and the number of personnel with high job satisfaction levels are 223 employees (66.6%). Therefore, the personnel are always responsible for the work assigned. In fact, it is not uncommon for personnel of the North Sumatra Police Brimob Unit to work beyond working hours to achieve targeted work performances, because personnel feel happy with challenging work. Personnel also feel that leadership provides space to grow in every job and provides recognition for job satisfaction. Thus, it can be stated that the personnel are considered to have good work motivation in order to increase the job satisfaction of each personnel.

The third hypothesis in this study has also proven that both self-concept and work motivation have a positive and significant effect on job satisfaction. Therefore, it can be stated that if the self-concept is more positive and the work motivation possessed by personnel is higher, the level of job satisfaction of North Sumatra

Police Brimob Unit personnel will increase. The contribution given by the variables of self-concept and work motivation is 72.7%, which means that both self-concept and work motivation make an effective contribution of 72.7% to increase job satisfaction of North Sumatra Police Brimob Unit personnel.

Additionally, this study also showed that the personnel of the Brimob Unit of the North Sumatra Police had a relatively high score on all variables which are on the variables of self-concept, work motivation and job satisfaction. The number of personnel who have a positive self-concept is 239 personnel (71.3%), high work motivation is 224 personnel (66.9%) and personnel with a high level of job satisfaction is 223 employees (66.9%). This shows that the personnel of the North Sumatra Police Brimob Unit consider that the institution has had good leadership so far, it can be seen from the existence of leaders who can communicate well to members about the strategies that will be carried out in every work agenda they make.

The personnel of the North Sumatra Police Brimob Unit also stated that they still tried to complete the work even though they have experienced many difficulties because it is able to trigger them better. Personnel consider that policies made by leaders can increase their enthusiasm in completing work. They even feel that the salary and benefits given are in accordance with the workload given. Likewise, the institution that always gives reward to the personnel of North Sumatra Police Brimob Unit for their hard work and work achievements. This is because the institution's efforts in creating a comfortable work environment for its personnel, both from infrastructure facilities and from the actions of fellow personnel members.

V. Conclusion

Accordingly, it can be concluded that there are some points that can be described as the following:

- a. Self-concept has a positive and significant influence on the job satisfaction of Brimob Unit personnel of the North Sumatra Police. This means that the more positive the self-concept of personnel, the higher the level of job satisfaction.
- b. Work motivation has a positive and significant influence on the job satisfaction of North Sumatra Police Brimob Unit personnel. This means that the higher the work motivation that personnel have, the higher the level of job satisfaction.
- c. Both self-concept and work motivation have a positive and significant influence on the job satisfaction of North Sumatra Police Brimob Unit personnel. It means that the more positive the personal self-concept, and the higher the work motivation, the higher the level of job satisfaction.

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