

## The Influence of Self-Efficacy, Work Flexibility and Job Crafting on Job Satisfaction of Employees at Radio Republik Indonesia Yogyakarta

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### Abstract

Study This motivated by the importance of improvement satisfaction Work employees who can influenced by various factor psychological and situational, including efficacy self, flexibility work, and job crafting. Research objectives This is For analyze influence efficacy self, flexibility work, and job crafting towards satisfaction Work employee at Radio Republik Indonesia (RRI) Yogyakarta. Research this is research quantitative with method census in determination amount respondents. Data collection was carried out through distribution questionnaire in a way direct to all over population research . The collected data furthermore processed and analyzed use device Smar-PLS software 4. Collected data furthermore processed and analyzed use device Smar-PLS 4 software with Structural Equation Modeling (SEM) approach. Research results This show that efficacy self No influential significant to satisfaction Work employees, flexibility Work influential positive and significant to satisfaction Work employees, while *job crafting* No influential positive and significant to satisfaction Work employee. Findings This indicates that flexibility work is a factor important things that can increase satisfaction work, while efficacy self and job crafting yet give influence directly real. Therefore that, organization expected can create system more work flexible and supportive balance between life personal and work to improve satisfaction Work employee.

Keywords: *Self-efficacy, work flexibility, job crafting, job satisfaction*

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### INTRODUCTION

In an increasingly dynamic and competitive workplace, job satisfaction is a key factor in determining organizational success. High levels of job satisfaction not only improve individual performance but also contribute to overall organizational productivity and effectiveness (Citrayani et al., 2022) . Low levels of job satisfaction often lead to various problems, such as increased absenteeism, employee turnover, and decreased performance.

As institution announcer public, Radio Republik Indonesia (RRI Yogyakarta has role important in convey information, education, and entertainment to society. In facing development technology communication as well as increasing competition in the world of media, RRI Yogyakarta is required For Keep going innovate to stay relevant and of interest to listeners . Success innovation it really depends on the quality as well as performance employees owned . Therefore that , level satisfaction Work employee become a factor crucial in guard sustainability and quality service announcer public . Observation results beginning

show that even though RRI Yogyakarta has do various effort innovation , still there is challenge in maintain satisfaction Work employees . Improvement burden work , needs For adapt with digital technology , as well as demands produce creative content can cause pressure alone for employees . With Thus , it is important For research How efficacy self , flexibility work , and job crafting have an influence to satisfaction Work RRI Yogyakarta employees

### **Job Satisfaction**

Job satisfaction is a crucial aspect influencing organizational effectiveness and sustainability (Sutansi and Widaya 2022) . Employees who are satisfied with their jobs will be highly motivated, loyal, and eager to contribute optimally to the company (Monica and Prasetyo 2021) (Megarani et al., 2024). Conversely, low job satisfaction can lead to increased work stress, high turnover rates, and decreased performance. These three factors are of significant concern in human resource research because they have been shown to be closely related to employee job satisfaction (Citrayani *et al.* 2022) .

### **Self-Efficacy**

Self-efficacy is a person's belief in their ability to complete tasks and face challenges in the workplace (Salaswati *et al.* 2023). This concept emphasizes the confidence that a person is able to control work situations and achieve expected results. Employees with high self-efficacy tend to be more persistent, do not give up easily, and have better problem-solving strategies

(Kencana and Santosa 2020) . People who have high self-efficacy generally have strong self-confidence, are able to handle stress, and are more resilient in completing tasks (Tanjung *et al.* 2020) .

### **Work Flexibility**

Work flexibility refers to an organization's ability to provide employees with the opportunity to control how, when, and where they work (Oktarina *et al.* 2025) . This concept is increasingly crucial in the digital age, when many companies are required to provide a more flexible environment for their employees (Ramadhan and Siti Rahmawati 2024) . Salwa *et al.* (2025) supports these findings by stating that work flexibility combined with appropriate job characteristics can significantly increase job satisfaction, thus Flexibility is an important strategy for organizations to create a more harmonious and productive work environment.

### **Job Crafting**

Job crafting is defined as an employee's proactive initiative to redesign, adapt, or shape their work to better suit their interests, abilities, and needs (Lakshmi and Sonata 2021) . By engaging in job crafting, employees can make their work more meaningful, thereby fostering intrinsic motivation and ultimately impacting job satisfaction (Yuridha 2022) shows that employees who have authority on his job can increase satisfaction in a way positive significantly driven by job crafting (Sutansi and Widayati 2022) .

Based on the complexity of this problem, this study aims to comprehensively examine and analyze the role of self-efficacy, work flexibility, and job crafting simultaneously as factors that may influence employee job satisfaction at RRI Yogyakarta. This research will reveal the causal relationship between these three variables to understand the factors that influence job satisfaction levels at RRI Yogyakarta.

### **Table 1. Research Gap**

GAP	NAME & YEAR OF RESEARCHERS	RESULTS
The influence of self-efficacy, work flexibility and job crafting on job satisfaction	Kencana and Santosa, (2020) Ali and Wardoyo, (2021) ; Salaswati <i>et al</i> (2023)	Efficacy self influential positive and significant to satisfaction Work
	Fenianti and Nawawi (2023)	Efficacy self No own influence positive and significant to satisfaction Work
	Ramadhan and Siti Rahmawati (2024)	Flexibility Work own influence positive and significant to satisfaction Work
	Oktarina <i>et al</i> (2025)	Flexibility Work influential positive and significant to satisfaction Work
	Tetty H Sitorus and Harlyn, L Siagian, (2023)	Flexibility Work No influential positive and significant to satisfaction Work
	Ramadhan and Siti Rahmawati (2024) Yuridha, (2022)	Job Crafting has an effect positive and significant to satisfaction Work

Based on the data analysis of the three variables studied, although many researchers show a positive influence between self-efficacy, work flexibility and job crafting on job satisfaction, there are differences in findings that indicate that this influence is not always direct, some studies show an influence that is not always direct (Table 1). This indicates the need for further research to explore contextual factors that influence the relationship between self-efficacy, work flexibility, and job crafting on job satisfaction. Thus, the phenomena in the background that have been explained formulate the problem formulation in this study: (1) does self-efficacy affect job satisfaction at RRI Yogyakarta (2) does work flexibility affect job satisfaction at RRI Yogyakarta (3) does *job crafting* affect job satisfaction at RRI Yogyakarta (4) do self-efficacy, work flexibility, and job crafting simultaneously affect job satisfaction at RRI Yogyakarta.

Researchers This expected can give benefit for RRI Yogyakarta as material basic set evaluation in formulate policies that are oriented towards increasing satisfaction Work employees. Through results study this, institute can understand factors that influence satisfaction work, such as efficacy self, flexibility work, and job crafting, so can increase motivation, performance as well as quality service public broadcaster. Based on runway

theory and formulation problems that have been described, hypothesis in study This is as following:

H1: Efficacy self influential positive and significant to satisfaction Work

H2: Flexibility influential positive and significant to satisfaction Work

H3: Job crafting has an effect positive and significant to satisfaction Work.

H4: Efficacy self, flexibility work, job crafting and satisfaction Work influential to satisfaction Work.

## METHODOLOGY

This study uses a research design This quantitative research aims to test hypotheses between variables and examine the extent of the relationship or association between one variable and another. The population in this study consisted of 45 employees of RRI Yogyakarta. The sampling technique applied in this study was the census technique, where all members of the population were used as research samples. The sample characteristics analyzed included age, gender, length of service period, and last level of education. The data analysis method applied in this study was Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) and was run using SmarPLS software version 4.

Data collection was carried out through a questionnaire arranged on a Likert scale of 1 to 5, where the number 1 indicates strongly disagree and the number 5 indicates strongly agree. This questionnaire was used to measure four main variables, namely self-efficacy, work flexibility, job crafting, and job satisfaction. The self-efficacy variable was measured using eight statement items adapted from ( Zhu *et al* (2024) , for example "I believe I can complete the job well even in difficult conditions." The work flexibility variable was measured with six items developed from ( Chen *et al* 2001) , for example "I can adjust my work schedule according to my needs." The job crafting variable was measured with fifteen items based on (Hetland *et al.*, 2018) , such as "I try to find new ways to make my work more meaningful." While job satisfaction was measured with six items adapted from (Crow *et al* 2012) , for example "overall I am satisfied with my job at RRI Yogyakarta."

## RESULTS AND DISCUSSION

### Respondent characteristics

Table 2 shows Respondent characteristics show that the number of men and women is almost equal, with 22 men (51.1%) and 23 women (48.9%). The majority of respondents are aged 31–57 years (71.88%), indicating that most are in the productive age category with considerable work experience. In terms of education, most have a bachelor's degree (46.7%) and a diploma (26.7%), indicating a relatively high level of education. Most respondents are permanent employees (97.5%) and are married (75.6%), reflecting stability in their jobs and personal lives. Work experience is dominated by employees with 1–20 years of service (55.56%), indicating a good level of familiarity with the organizational system and culture. In general, respondents in this study are mature individuals, highly educated, and experienced in carrying out their duties at RRI Yogyakarta.

**Table 2.** Results of Respondent Characteristics Test

Category	Information	Amount	Presentation
Gender	Man	22	51.1%
	Woman	23	48.9%
Age	23-30 years old	8	17.78%
	31-40 years	15	34.1%
	41-57 years	17	37.78%

Category	Information	Amount	Presentation
Education last	Diploma (D1/D2/D3/D4)	12	26.7%
	S-1	21	46.7%
	High school/equivalent	9	4.4%
Employment status	Permanent employee	44	97.8%
	Not fixed	1	2.2%
Marital status	Not married yet	10	22.2%
	Widow/widower	1	2.2%
	Marry	34	7.6%
Number of years of service in the organization	< 1 year	8	17.8%
	1-20 years	25	55.56%
	20-30 years	12	26.67%

Source: processed primary data, 2025

### Validity Test

**Table 3.** Validity Test

Research Variables	Indicator	Outer Loading	Information
Self-Efficacy (X1)	X1_1	0.894	Valid
	X1_2	0.816	Valid
	X1_3	0.916	Valid
	X1_4	0.911	Valid
	X1_5	0.914	Valid
	X1_6	0.852	Valid
	X1_7	0.910	Valid
	X1_8	0.865	Valid
Work Flexibility (X2)	X2_1	0.899	Valid
	X2_2	0.922	Valid
	X2_3	0.845	Valid
	X2_4	0.886	Valid
	X2_5	0.899	Valid
	X2_6	0.845	Valid
	X2_7	0.937	Valid
	X2_8	0.886	Valid
	X2_9	0.887	Valid
	X2_10	0.896	Valid
	X2_11	0.893	Valid
	X2_12	0.886	Valid
Job Crafting	X3_1	0.866	Valid
	X3_2	0.913	Valid
	X3_3	0.927	Valid
	X3_4	0.902	Valid
	X3_6	0.896	Valid
	X3_7	0.915	Valid
	X3_8	0.897	Valid
	X3_9	0.844	Valid
	X3_10	0.903	Valid
	X3_11	0.928	Valid

Research Variables	Indicator	Outer Loading	Information
	X3_12	0.940	Valid
	X3_13	0.922	Valid
	X3_14	0.878	Valid
	X3_15	0.890	Valid
	Y1_1	0.918	Valid
	Y1_2	0.946	Valid
Job satisfaction	Y1_3	0.944	Valid
	Y1_4	0.933	Valid
	Y1_5	0.943	Valid
	Y1_6	0.909	Valid

Source: primary data processed, 2025

Validity testing using the Outer Loading method is used to evaluate how well each indicator in a variable is able to represent the latent construct being measured. An indicator is considered valid if its outer loading value is greater than 0.70, which indicates a strong relationship between the indicator and the variable it describes. From the results listed in Table 1, all indicators in the variables Self-Efficacy, Work Flexibility, Job Crafting, and Job Satisfaction have outer loading values above this threshold. This indicates that each indicator has met the validity requirements and is able to accurately describe the latent construct to be measured. Furthermore, a high outer loading figure also indicates that the measurement model has a good level of reliability, because each indicator contributes significantly to forming the overall research variable.

### Reliability Test

Reliability tests are conducted to assess the extent to which the indicators in a construct show stable internal consistency.

**Table 4.** Reliability Test

	AVE	Cronbach's absent	Composite reliability
Self-efficacy	0.782	1,035	0.968
Work flexibility	0.810	0.995	0.981
<i>Job crafting</i>	0.822	1,038	0.986
Job satisfaction	0.869	0.992	0.975

Source: SmartPLS 4 data processed by researchers, 2025

reliability test in table 4 show that for evaluate reliability construct, the Cronbach's Alpha value must be more from 0.70. Based on results data processing using SmartPLS 4, known that Cronbach's Alpha value for variables efficacy self is 1.035, flexibility Work of 0.995, job crafting of 1.038, and satisfaction Work of 0.992. All mark the exceeds the minimum limit of 0.70, so can concluded that all instrument study stated reliable. This is means every indicators for each variable own high internal consistency in measure the construct.

### Vit Model Test

Table 5 below presents the results of the model fit which is intended to assess the extent to which the proposed research model has an adequate level of fit with the empirical data obtained from the results of data processing.

**Table 5.** Vit Model Test

Parameter	Standard model	Nodal estimation
SRMR	0.074	0.074
d_ ULS	4,684	4,684
d_ G	12,075	12,075
Chi-square	1435,068	1435,068
NFI	0.619	0.610

Source: Primary Data Processed 2025

Table 5 shows results model fit testing, obtained that The SRMR value of 0.074 is below the limit of 0.08, which indicates that the model has fulfil criteria match. d\_ ULS value of 4,684 and d\_ G still 12,075 is at within reasonable limits, indicating level good fit between the model and empirical data. The Chi-square test results of 1435.068 indicate existence difference between actual data and theoretical models, however matter This can accepted Because PLS-SEM approach does not emphasize on assumptions normal distribution. While that, the NFI values of 0.619 and 0.610 are still be under ideal value 0.90, however in a way this whole model still can it is said worthy and fulfilling criteria compatibility marketing basics for used in study.

### R-square test

Table 6 below presents the test results. R-Square is used to measure the extent to which the independent variable is able to explain the variation or influence on the dependent variable in this study.

**Table 6.** R-square test

Dependent Variable	R-Squar	R-Square Adjusted
Job satisfaction	0.137	0.071

Source: Primary data processing results, 2025

Table 6 shows that the R-squared ( $R^2$ ) value obtained is 0.137, which means that approximately 13.7% of the variation in the dependent variable (in this case, job satisfaction) can be explained by the factors in this model. This indicates that the model has limited ability to explain changes that occur in the dependent variable, because most of the variation (approximately 86.3%) cannot be explained by the existing independent variables. Based on the existing table, the R-squared ( $R^2$ ) value obtained is 0.137, which means that approximately 13.7% of the variation in the dependent variable (in this case, job satisfaction) can be explained by the factors in this model. This indicates that the model has limited ability to explain changes that occur in the dependent variable, because most of the variation (approximately 86.3%) cannot be explained by the existing independent variables.

### Hypothesis Testing

**Table 7.** Hypothesis Testing

Variables		Original sample	Standard Deviton	T statistic	P Values
1.Efficacy->satisfaction	Work	-0.035	0.226	0.174	0.431
2.WorkFlexibility-> satisfaction	Work	0.310	0.166	1,769	0.038
3.Job crafting-> satisfaction	Work	0.206	0.226	0.984	0.163

Source: SmarPLS 2025 data analysis

Table 6 shows original sampling value shows that efficacy influential negative and no significant to satisfaction Work own value 0.431. On flexibility Work to satisfaction Work own the value of 0.431 is called with positive and significant. Meanwhile, job crafting on satisfaction Work show value 0.163 which shows that no influential positive and negative significant.

## Discussion

### Development Hypothesis

The results of hypothesis 1 show that self-efficacy has a negative and insignificant effect on job satisfaction, which is rejected. This indicates that the level of employee self-efficacy has not been able to significantly increase job satisfaction. The results of researchers Sutansi and Widayati (2022) found that this condition is likely caused by other factors that more dominantly influence job satisfaction, such as the work environment, superior support, or the reward system received. Although employees with high self-efficacy tend to be more confident, persistent, and optimistic in facing difficulties, this does not necessarily directly make them feel satisfied with their work. In the variable efficacy self own average value of 3,020 whose statement is " Even in condition difficult can do work with good" and the lowest average of 2,860 whose statement was "I am sure that I can do Lots task different in a way effective. Research results This in accordance with Sutansi and Widayati (2022) which shows that self-efficacy influential No significant to satisfaction Work .

The results of hypothesis 2 indicate that work flexibility has a positive and significant effect on job satisfaction. This indicates that work flexibility allows employees to organize their work time, place, and methods according to their needs without reducing productivity. A flexible work system provides employees with the opportunity to balance their personal life with work, thereby increasing job satisfaction. The results of research by Oktarina *et al* . (2025) confirm that work flexibility increases job satisfaction by creating a better work-life balance. In the variable flexibility Work own average value of 3,050 which states "Settings Work flexible help life just balance commitment life" and the lowest average amounting to 3,000, the statement is " Choice " flexible work No suitable For I Because tend make when feel disconnected from place Work "

The results of hypothesis 3 indicate that job crafting has a positive but insignificant effect on job satisfaction, which is rejected. This indicates that employee efforts to adapt, modify, or shape their work to better suit their interests, abilities, and personal values have not been able to significantly increase job satisfaction. This condition can be caused by several factors, such as limited space for employees to make job adjustments, high workloads, or less flexible work systems, so that job crafting initiatives have not had a real impact on job satisfaction. The results of this study are consistent with Ogbuanya and Chukwuedo (2017), who showed that this insignificant result could also reflect that the job crafting process has not achieved the ideal level of success or has not received sufficient organizational support, so that individual efforts in designing their work do not directly affect the level of perceived satisfaction. Therefore, although job crafting has positive potential, in the context of this study, its impact on job satisfaction has not been seen significantly. In the job crafting variable, it has average value of 3,000 whose statement is "I develop ability I " and value lowest amounting to 2,980 whose statement is "I took task additional in place Work "

## CONCLUSION

Based on results analysis, can concluded that efficacy self, flexibility work, and job crafting has different influences to satisfaction Work RRI Yogyakarta employees. Efficacy self

No influential positive and significant to satisfaction work, which means belief self and abilities individual Not yet in a way direct increase satisfaction to work. On the other hand, flexibility Work influential positive and significant, indicating that the more tall freedom in arrangement time, place, and manner work, more and more high level satisfaction Work employee. As for job crafting, no influential significant to satisfaction work, which indicates that adjustment tasks by employees Not yet impact real increase in satisfaction Work.

In a way overall, findings This confirm that flexibility work is the most influential factor in increase satisfaction work, while efficacy self and *job crafting* Not yet show role significant. This result indicates importance policy supporting organizations flexibility as well as environment adaptive work for satisfaction Work employee can Keep going improved. Research furthermore can add other factors that cause satisfaction work, such as motivation Work as potential factors influence satisfaction work. Researchers previously by Putra (2022) show that motivation Work own impact positive and significant to satisfaction work . Employees who have Spirit tall For reach achievements and targets work generally feel more satisfied with his job. With Thus, ensuring the motivational variable work on research furthermore expected can give greater understanding comprehensive about factors that increase satisfaction work, besides from flexibility work, efficacy self, and job crafting.

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