

The Effect of Work Flexibility and Job Satisfaction on Job Performance Among Live Streaming Hosts at Agency X.

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Article Information:

Received: March 18, 2026, Accepted: March 31, 2026, Published: April 04, 2026

Abstract

Flexible working arrangements do not always have a positive impact on performance; they can also create performance pressure that affects job performance. This condition triggers stress, especially when the achievements at the start of the live streaming session are still far from the set targets. This study aims to measure the effects of work flexibility and job satisfaction on job performance among live streaming hosts at Agency X. It uses a total population sampling method, with a sample size equal to the population of 60 live streaming hosts. The research method uses a quantitative, correlational design. The results of the study indicate that work flexibility and job satisfaction simultaneously have a significant effect on job performance ($F = 46.470$; $p < 0.001$), with a coefficient of determination (R^2) of 0.620 indicating that 62% of the variation in job performance can be explained by the two independent variables work flexibility and job satisfaction while the remaining 38% is influenced by other factors outside the scope of the variables under study. The analysis results partially show that work flexibility has a positive and significant effect on job performance ($\beta = 0.570$; $t = 6.129$; $p < 0.001$). This finding indicates that the greater an individual's perceived work flexibility, the higher their job performance. Conversely, job satisfaction exhibits a negative and significant influence on job performance ($\beta = -0.881$; $t = -9.469$; $p < 0.001$). These results indicate that higher job satisfaction is negatively correlated with job performance in this study. Given these significant effects, it follows that changes in the level of work flexibility or job satisfaction will be accompanied by changes in job performance.

Keywords: Work Flexibility; Job Satisfaction; Job Performance; Host Live Streaming

1. Introduction

Internet development in Indonesia has been increasing every year, as evidenced by a 2022 survey by the Indonesian Internet Service Providers Association (APJII), which found that the current rate has reached 77.02%, an increase of 3.32% from the previous year (APJII, 2022). Social media has become an integral part of communication activities in the digital age. Therefore, social media has changed all aspects of life into a new lifestyle (Agistiani et al., 2023). Social media for teenagers is now not only a means of obtaining information, but also a

platform for self-expression, interaction, and even sharing with the public ([Nurussofiah, 2022](#)). Depending on the type, social media is used for various purposes. Some use social media as a platform for buying and selling (online shops), earning income from online games, YouTube adsense, and even live video streaming applications ([Hanivah, 2021](#)).

According to ([Hanivah, 2021](#)), the growth of live streaming applications in the current era has experienced significant increases, as seen in the large number of viewers and live broadcasters on the platforms used. Live streaming is a method of data transmission that combines text, images, video, and audio packaged in a live broadcast with the aim of making it look more realistic ([Agistiani et al., 2023](#)). In Indonesia, the phenomenon of live streaming began with Facebook, Bigo Live, Instagram, and TikTok. Upon further examination, live streaming in Indonesia is not only used as a means of entertainment, but also as a marketing strategy and a means of self-expression. This makes live streaming one of the characteristics of digitalization that continues to show innovation. The emergence of digital platforms has created new opportunities for people to work flexibly and without geographical constraints. One of the rapidly growing professions is that of live streaming host, particularly on the TikTok platform ([Wulandari & Alifah, 2025](#)).

In West Java Province, the phenomenon of TikTok hosts has become a growing trend in line with the growth of internet users and digital devices ([Sjafirah et al., 2021](#)). Many people, especially the younger generation, have made this profession their main or side source of income. The demand for live hosts is now among the most in-demand jobs in Indonesia. From January to August 2025, there were more than 786,000 vacancies from 89,853 companies. The profession of live streaming host is among the jobs with the most vacancies, with 10,190. 2025 Job Market Publication, Indonesian Ministry of Manpower. Quoted from [Kompasiana.com \(2024\)](#), the job of live streaming host has many enthusiasts because it offers flexibility in terms of time and promising earning potential. This job also requires strong communication skills and effective time management. This work system offers freedom in terms of time and location, but it also presents its own challenges, particularly in terms of time management, stress management, and work-life balance ([Divya & Barani, 2024; Huđek et al., 2021](#)).

In line with the rapid development of e-commerce, one company that actively uses the live-streaming-based marketing model is Agency X. Agency X, a digital transformation company established in 2021, is engaged in digital transformation. This company focuses on providing services such as live streaming, content creation, affiliate marketing, e-commerce integration, social media management, and ad management. Agency X was born as a live-streaming specialist, with more than 50 professional studios and complete equipment. Problems with live streaming hosts at Agency X show that a flexible work system does not always have a positive impact on performance; it can also create performance pressure that affects job performance. Even though hosts have flexibility in how they work, they still face changing target demands from each brand. This situation creates pressure when the achievements at the start of the live session are still far from the target, leaving hosts feeling burdened to catch up in the remaining time. Work flexibility that is not accompanied by clear, stable performance standards leads to inconsistent host performance, as performance is highly dependent on the live situation, target achievement, and the pressure felt during the broadcast.

According to [Siregar et al. \(2021\)](#), flexibility is either a formal policy established by human resource management or an informal arrangement within the company. Providing work flexibility has advantages for both the organization and its members. However, this flexibility makes TikTok Shop live stream hosts highly vulnerable to exploitation and could potentially affect their overall job satisfaction (Akbar et al., 2025). Job satisfaction is an employee's positive or negative opinion of their job, reflected in their behavior towards their work and in

everything they experience in the work environment ([Handoko, 2020](#)). Based on the interview results, most live streaming hosts at agency X viewed their work as flexible in terms of time, work atmosphere, and the way they adapted to the demands of the job.

This flexibility makes informants feel more comfortable in carrying out tasks such as interacting with audiences and presenting products, so that work is not perceived as a heavy burden. However, unlike some other informants who expressed that work pressure still existed even though the work system was flexible, this did not completely eliminate performance pressure. In practice, hosts still face target demands from brands that must be achieved. When achievements are still low, hosts begin to feel anxious and pressured to meet targets in the remaining broadcast time. This condition can affect focus, communication, and performance stability during the live broadcast. In line with the research by [Shagvaliyeva & Yazdanifard \(2014\)](#) and [Chandra Putra et al. \(2020\)](#), it is argued that flexibility in timing has a positive effect on employees, as they can determine when, where, and for how long they work.

In the context of live streaming hosts, job satisfaction is important because the job requires high emotional energy, creativity, and social interaction during live broadcasts. Feeling comfortable and satisfied with the job can help maintain consistent performance in front of the audience. High job satisfaction can foster a conducive work environment, encourage loyalty, and boost employee morale and commitment ([Mauladi et al., 2025](#)). This aligns with interviews with live-streaming hosts at Agency X, which show that job satisfaction influences performance. Most informants stated that the job satisfaction they felt did not only come from a supportive work environment, but also from opportunities for development, gaining experience, and building new relationships. This aligns with previous research by [Anggraini et al. \(2023\)](#), which found that job satisfaction positively affects employee performance. Employee performance plays a key role in an organization's success ([Akbar et al., 2025](#)). According to [Susilo et al. \(2024\)](#), the term performance derives from the term Job Performance, which refers to the quality and quantity of work an employee achieves in carrying out their duties in accordance with the responsibilities assigned to them. In line with previous research by [Dewi & Nugroho \(2021\)](#), work satisfaction and work flexibility are significant, with the results indicating that they simultaneously influence performance and can be used in further research ([Dewi & Nugroho, 2021](#)).

Based on the explanation presented, this phenomenon indicates that research examining the relationship between work flexibility, job satisfaction, and live-streaming hosts' performance is still limited, making this research important to conduct.

2. Literature Review

2.1 Social Exchange Theory (SET)

Social exchange theory (SET) is derived from economic exchange theory and explains human behavior in social exchanges ([Blau, 1964](#)). According to [Blau \(1964\)](#), social exchange theory (SET) refers to voluntary interactions between individuals carried out with the expectation of receiving a response from the other party, either directly or indirectly. These relationships are driven by expectations of social rewards, such as praise, assistance, or recognition, which are not always material. However, the evolution of the definition of social exchange theory (SET) used to deeply understand how organizational climate influences employees' innovative behavior is explained by ([Mabkhot et al., 2022](#)), who define social exchange theory (SET) as providing significant benefits in understanding the dynamics of human interaction across various contexts, such as personal, organizational, and business relationships. In employment relationships, organizations and employees engage in mutually beneficial exchanges: when organizations provide resources or positive treatment, employees respond with positive work

attitudes and behaviors. The core concept of this theory emphasizes that employment relationships are reciprocal; if employees feel well-treated, valued, and supported, positive attitudes will emerge, ultimately enhancing performance.

2.2 Work Flexibility

Work flexibility refers to employees' ability to adjust their schedules, work locations, and work methods when performing their duties. According to [Surbakti et al. \(2023\)](#), work flexibility is a condition in which employees are given the freedom to determine when, where, and how they complete the work planned by the company. According to [Yusuf et al. \(2023\)](#), work flexibility is the granting of leeway to employees to determine the time, location, and manner in which they carry out their work tasks. Meanwhile, according to [\(Siregar et al., 2021\)](#), flexibility refers to formal policies established by human resources management or informal arrangements within the company. Providing work flexibility offers benefits to both the organization and its members. In this context, flexibility is essential to enable employees to respond quickly to changes and maintain productivity.

2.3 Job Satisfaction

According to [\(Aryoko, 2022\)](#), job satisfaction refers to an employee's attitude toward their work. This attitude can be related to teamwork, working conditions, compensation, and physical and psychological aspects. It emphasizes that every working person hopes their workplace will make them happy. Satisfied and motivated employees perform better, thereby increasing productivity and the quality of work [\(Nuradina, 2025\)](#). Job satisfaction refers to an individual's positive or negative feelings toward their work as a whole. According to [Hartini et al. \(2021\)](#), job satisfaction reflects the extent to which an employee's needs and expectations are met through the work they perform. Meanwhile, according to [Handoko \(2022\)](#), job satisfaction refers to an employee's positive or negative perception of their work; this sentiment is reflected in the employee's positive attitude toward their work and all aspects of the work environment. Employees who feel satisfied tend to perform better, have lower absenteeism rates, and exhibit greater loyalty to the organization.

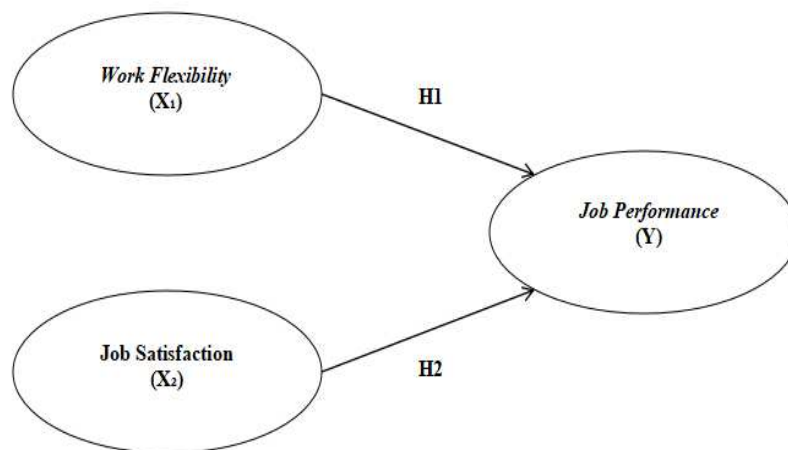
2.4 Job Performance

According to [Susilo et al. \(2024\)](#), the term "performance" derives from the phrase "job performance" and refers to the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. According to [Nurastuti et al. \(2024\)](#), performance is an employee's work output over a specific period, measured against predetermined, mutually agreed benchmarks such as standards, targets, or criteria. According to [Azis and Caraka \(2024\)](#), performance is the work output and work behavior achieved in completing the tasks and responsibilities assigned over a specific period. Performance is also described as an action, an achievement, or an indication of an individual's skill in performing their work. According to [Tamin and Sri \(2024\)](#), performance reflects the level of achievement in implementing an activity, program, or policy to realize the organization's goals, objectives, mission, and vision, as outlined in its strategic planning framework.

2.5 The Impact of Work Flexibility and Job Satisfaction on Job Performance

Workplace flexibility can boost satisfaction and performance; according to the Global Workspace Survey, 83 percent of people prefer a flexible work system. Providing workplace flexibility benefits both the organization and its members, which ultimately leads to higher job

satisfaction. Employee satisfaction also relates to emotional well-being regarding their level of happiness with their tasks and performance. Job satisfaction is closely linked to employees, influencing their positive outlook on their work. As this industry evolves, achieving a healthy work-life balance can contribute to workers' well-being and their performance (Ding & WANG, 2022). Performance is the result of an employee's work over a specific period, measured against benchmarks such as standards, targets, or predetermined, mutually agreed-upon criteria (Nurastuti et al., 2024). In line with previous research by Dewi & Nugroho (2021), which found that job satisfaction and work flexibility have significant effects, the results indicate that job satisfaction and work flexibility jointly or simultaneously influence performance and can be used in future research (Dewi & Nugroho, 2021). This is supported by Aryanto and Kamil's (2023) research, which shows that job satisfaction has a positive and significant effect on employee performance. Additionally, work flexibility also has a positive and significant effect on employee performance. Simultaneously, job satisfaction and work flexibility together have a significant positive effect on employee performance.



H3 : There is a Simultaneous Effect Between X₁ & X₂ on Y

Figure 1. Conceptual Framework

3. Research Method

This study uses a quantitative approach with a correlational design to examine the effect of work flexibility and job satisfaction on job performance among live streaming hosts at Agency X. According to Sugiyono (2019:7), "Correlational research is a type of research characterized by a correlational relationship between two or more variables." The purpose of this study is to determine whether variables are correlated or to make predictions based on their correlation. The research population consisted of 60 live-streaming hosts at Agency X, using a total sampling method. Total sampling is a sampling technique in which the sample size equals the population (Amin et al., 2023). The reason for using total sampling is that, according to Amin et al. (2023), when the population size is less than 100, the entire population is used as the research sample. The sampling technique used in this study is total sampling. Data were collected using a four-point Likert-scale questionnaire. A work flexibility scale with 9 items, a job satisfaction scale with 15 items, and a job performance scale with 20 items were used.

Table 1. Operational Definitions of Variables

Construct	Dimensions	Indicators	Total Item	Original Reference
Work Flexibility (X₁)	Flexibility in scheduling work hours, Flexibility in the number of work hours, Flexibility regarding the workplace.	Feeling that they have the opportunity to adjust their work schedule or live streaming schedule as needed; Feeling that work hours are allocated flexibly based on their work capacity; Feeling that they have the freedom to choose their work location based on personal comfort.	9	Setyawan (2023)
Job Satisfaction (X₂)	The Job Itself, Salary, Promotion, Supervision, Coworkers.	Feeling that the work performed is in line with one's abilities; Feeling satisfied with the amount of income received; Feeling that there are opportunities for promotion; Feeling that one receives clear guidance from supervisors; Feeling that one has a good working relationship with coworkers.	15	Desiana (2024)
Job Performance (Y)	Individual Aspects, Situational Aspects	Feeling that they have sufficient physical and mental energy for their work; Feeling able to adapt to the demands of their job; Feeling that they clearly understand their duties and responsibilities; Feeling that they receive adequate support in the form of facilities, equipment, or training for their work.	20	Heca (2023)

4. Findings and Discussions

The identities based on the age of respondents who are live streaming hosts at Agency X can be seen in Table 2. below:

Table 2. Identity Based on Age

Age	Frequency	Percentage
19 Years	4	6,7%
20 Years	10	16,7%
21 Years	10	16,7%
22 Years	8	13,3%
23 Years	9	15%
24 Years	7	11,7%

25 Years	8	13,3%
> 26 Years	4	6,7%
Total	60	100%

Source: Compiled, Researcher 2026

Based on Table 2 above, the age group of 60 live streaming hosts at Agency X is predominantly 20- and 21-year-olds, with a percentage of 16.7%. Meanwhile, the lowest percentages are found in two age groups, namely 19 years old and above 26 years old, with a percentage of 6.7%.

Table 3. Identity Based on Length of Employment

Length of Employment	Frequency	Percentage
< 1 Years	12	20%
1-3 Years	34	56,7%
> 3 Years	14	23,3%
Total	60	100%

Source: Compiled, Researcher 2026

Based on Table 3 above, most of the 60 live streaming hosts at Agency X had worked for 1–3 years, with 56.7% of respondents. This shows that the majority of workers already had sufficient work experience, so they relatively understood the system and job requirements. Furthermore, respondents with more than 3 years of work experience accounted for 23.3%, which illustrates the presence of experienced workers with longer tenure. Meanwhile, the lowest percentage was found among respondents with less than 1 year of work experience, at 20%, indicating that some respondents are still considered new workers in this work environment.

4.1 Descriptive Statistics of Research Variables

Table 4. Descriptive Statistics

Variable	N	Min.	Max.	Mean	Std. Deviation
Work Flexibility	60	9.00	25.00	18.5833	3.35115
Job Satisfaction	60	20.00	48.00	32.0333	6.08406
Job Performance	60	27.00	56.00	38.5833	6.89950
Valid N (listwise)	60				

Based on the results of the descriptive statistical test above, it shows that the number of respondents in this study was 60 people (N = 60). For the work flexibility variable, the minimum value was 9 and the maximum value was 25, with a mean value of 18.5 and a standard deviation of 3.35. The average value, which tends to be close to the maximum value, indicates that the level of work flexibility among respondents is quite high. The relatively small standard deviation indicates that the variation in respondents' answers is not too large, so that perceptions of work flexibility tend to be fairly uniform. For the job satisfaction variable, the minimum value obtained was 20 and the maximum value was 48. The average value was 32.03 with a standard deviation of 6.08. This average value indicates that the respondents' job satisfaction level was in the moderate to fairly high category. The standard deviation, which was greater than the previous variable, indicated that there was more variation in the respondents' answers. Meanwhile, for the job performance variable, the minimum value obtained was 27 and the maximum value was 56. The average value was 38.58 with a standard deviation of 6.89, indicating that the respondents' work performance was at a moderate to high level. The largest standard deviation among the three variables indicates that perceptions or assessments of performance have a higher level of variation than the other variables.

4.2 Validity and Reliability Test

Table 5. Validity and Reliability Test Results

Instrument	Numbers of Items	Validity	Reliability
Work Flexibility	9	0,341-0,641	0,645
Job Satisfaction	15	0,291-0,734	0,834
Job Performance	20	0,287-0,870	0,894

All instruments used in this study were found to be valid and reliable. Each item had a calculated *r* value exceeding the critical *r* value (0.254), and the Cronbach's Alpha values were 0.645 for Work Flexibility, 0.834 for Job Satisfaction, and 0.894 for Job Performance, respectively, indicating reasonable reliability (Nuradina, 2025), which confirms that all questionnaire statements regarding the variables are valid and reliable, making this instrument consistent and suitable for use in research.

4.3 Normality Test

Table 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		60	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	4.25397631	
Most Extreme Differences	Absolute	.052	
	Positive	.052	
	Negative	-.050	
Test Statistic		.052	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.961	
	99% Confidence Interval	Lower Bound	.956
		Upper Bound	.966

The normality test in this study used the One-Sample Kolmogorov–Smirnov Test on the unstandardized residuals. Based on the test results, an Asymp. Sig (2-tailed) value of 0.200 was obtained. This value exceeds the significance threshold of 0.05. Thus, the test results show that the residual data is normally distributed.

4.4 Multicollinearity Test

Table 7. Multicollinearity Test Result

Variable	Collinearity Tolerance	Statistics VIF	Criteria
Work Flexibility	.770	1.299	Tolerance > 0,100 and VIF < 10,00
Job Satisfaction	.770	1.299	Tolerance > 0,100 and VIF < 10,00

Based on Table 7, the results of the multicollinearity test above show that the tolerance values for the work flexibility variable (X_1) and the job satisfaction variable (X_2) are 0.770, which are > 0.100. Meanwhile, the VIF values for variables X_1 and X_2 are 1.299 each, which means they are < 10.00. Thus, it can be concluded that the regression model in this study is free from multicollinearity.

4.5 Coefficient of Determination (R^2)

Table 8. Coefficient of Determination (R^2) Results

Model	R	Model Summary		
		R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.620	.607	4.328

The coefficient of determination (Model Summary) above shows an R-squared value of 0.620. This indicates that 62% of the variation in Job Performance (Y) can be explained by the joint effects of Work Flexibility (X_1) and Job Satisfaction (X_2). The Coefficient of Determination (R^2) is 0.620, or 62%. This indicates that work flexibility, job satisfaction, and job performance account for 62% of the variation, while the remaining 38% is explained by other independent variables outside the regression model of this study. Furthermore, an R value of 0.787 indicates that the relationship between the independent and dependent variables is strong.

4.6 Multiple Linear Regression

Table 9. Multiple Linear Regression Results

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	48.774	3.588		13.593	<,001
	Work Flexibility	1.174	.192	.570	6.129	<,001
	Job Satisfaction	-.999	.106	-.881	-9.469	<,001

a. Dependent Variabel: Job Performance

Based on the table above, the β coefficient is a form of a regression equation that can be generated as follows:

$$Y = 48.774 + 1.174X_1 + -0.999X_2$$

Based on the regression test results, the Work Flexibility variable (X_1) has a positive regression coefficient, $b = 1.174$. This means that every 1-unit increase in the Work Flexibility variable (X_1) will be followed by a 1.174-unit increase in Job Performance (Y), assuming that the other variables remain constant. Meanwhile, the Job Satisfaction variable (X_2) has a negative regression coefficient, $b = -0.999$. This means that every 1-unit increase in the Job Satisfaction variable (X_2) will be followed by an increase in Job Performance (Y) of -0.999, assuming other variables remain constant.

4.7 F-Test

Table 10. F-Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1740.901	2	870.450	46.470	<,001 ^b
	Residual	1067.683	57	18.731		
	Total	2808.583	59			

Based on Table 10. The results of the F-test above show a significance value of < 0.001 , which is smaller than the significance level of $\alpha = 0.05$. Thus, it can be explained that work flexibility and job satisfaction, together, affect job performance.

4.8 T-test

Table 11. T-test Result

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	48.774	3.588		13.593	<.001
	Work Flexibility	1.174	.192	.570	6.129	<.001
	Job Satisfaction	-.999	.106	-.881	-9.469	<.001

b. Dependent Variabel: Job Performance

The T-test results indicate that the work flexibility variable affects job performance. Based on the results of the t-test on the work flexibility variable, a significance value of < 0.001 (< 0.05) was obtained, indicating that work flexibility affects job performance. Meanwhile, the results of the t-test on the job satisfaction variable showed a significance value of < 0.001 (< 0.05), indicating that job satisfaction affects job performance. This indicates that each independent variable plays an important role in explaining variations in employee performance.

4.9 Discussion

Based on the partial regression analysis, the work flexibility variable (X_1) was found to have a significant effect on job performance among live streaming hosts at Agency X, as indicated by a p-value of $p < 0.001$ ($p < 0.05$) and a beta coefficient of 0.570. Additionally, the t-test yielded a t-value of 6.129 ($p < 0.001$), indicating that work flexibility significantly enhances job performance. These findings suggest that work flexibility is a key factor that can support improved performance among live streaming hosts. In other words, the greater the company's level of work flexibility, the higher the job performance employees can achieve. In the context of live streaming host work at Agency X, work flexibility is not only about the freedom to manage work hours but also about the host's ability to adapt the work environment and strategies to address dynamic job demands. A flexible work system provides hosts with the freedom to determine broadcast schedules deemed most effective for reaching the audience, while also allowing them to prepare broadcast concepts more thoroughly. With more flexible scheduling, hosts can adjust their physical and mental condition and energy levels before going live. This allows them to appear more confident and communicative, and to build more engaging interactions with viewers during the live stream. Additionally, work flexibility allows hosts to be more creative in delivering content and promoting products in more engaging, persuasive ways. When hosts have the freedom to set their own work pace, they tend to work more comfortably without feeling constrained by overly rigid work rules. This situation has the potential to boost work motivation, improve focus during the broadcast, and enable the host to respond to audience needs and preferences more quickly and accurately. Consequently, work is no longer perceived as a burdensome pressure but rather as an activity that can be carried out more flexibly and productively. This condition ultimately supports improved work performance among live streaming hosts. This finding aligns with previous research, such as that conducted by [Mallafi & Silvianita \(2021\)](#), which states that flexible working has a positive impact on employee performance.

Furthermore, the results of the partial regression analysis of the job satisfaction variable (X_2) indicate a significant effect on job performance among live streaming hosts at Agency X, as evidenced by a p-value of $p < 0.001$ ($p < 0.05$) and a beta coefficient of -0.881. Additionally, the t-test yielded a t-value of -9.469 ($p < 0.001$), indicating that job satisfaction has a negative and significant effect on job performance. This means that every increase in job satisfaction is

actually followed by a decrease in job performance. Conversely, when job satisfaction decreases, job performance tends to increase. Thus, it can be concluded that job satisfaction has a negative, significant effect on job performance among live-streaming hosts at Agency X. In the context of live-streaming hosts at Agency X, this finding differs from most previous studies, which generally found that job satisfaction has a positive effect on job performance. These differing results indicate that in target-based jobs such as live-streaming hosting, excessively high job satisfaction that is not balanced by work challenges can lead to a decline in motivation to improve performance, meaning performance does not always improve. This situation can occur when hosts' job satisfaction levels lead them to settle into a comfort zone, thereby reducing their motivation to improve performance. Conversely, work pressure or the demands of achieving a target in live streaming activities actually encourage individuals to work harder to achieve higher goals; this confirms that the job of a live streaming host is heavily influenced by external factors such as the number of viewers, audience response, and sales targets for each brand. Therefore, this level of job satisfaction is not always the primary factor in determining performance. Nevertheless, the significant relationship indicates that job satisfaction continues to influence job performance. These findings suggest that, in this study, higher levels of job satisfaction do not directly correlate with improved performance. This may indicate the presence of other factors influencing the dynamics of the relationship between job satisfaction and performance. These findings are supported by a previous study by [Dwi, and Indrwawan. \(2023\)](#), which found that job satisfaction negatively and significantly affects employee performance.

Overall, the results of the simultaneous multiple linear regression analysis (F-test) yielded an F-value of 46.470, with a significance level of $p < 0.001$ ($p < 0.05$). This indicates that work flexibility and job satisfaction simultaneously have a significant effect on job performance among live streaming hosts at Agency X. The R-squared coefficient of 0.620 indicates that 62% of the variation in job performance (Y) can be explained by the variables work flexibility (X_1) and job satisfaction (X_2) simultaneously. This can be explained by the fact that work flexibility, job satisfaction, and job performance account for 62% of the variation, while the remaining 38% is explained by other independent variables outside the regression model of this study. Additionally, an R value of 0.787 indicates that the relationship between the independent and dependent variables is strong. In the context of live-streaming hosting, work flexibility and job satisfaction together create a dynamic that influences individual performance. Work flexibility gives hosts the freedom to manage their broadcast schedules, adjust working conditions, and develop content delivery strategies to better capture the audience's attention. These conditions enable hosts to work more adaptively, creatively, and with greater focus during live streaming. On the other hand, job satisfaction also influences performance, though in this study the effect is negative. In target-based jobs such as live streaming hosts, performance dynamics are influenced not only by work comfort but also by target pressure, audience response, viewer numbers, and demands from each collaborating brand. Therefore, when high work flexibility combines with the dynamics of job satisfaction experienced by hosts, these two factors can simultaneously shape work behavior patterns that ultimately influence job performance levels. This indicates that each independent variable plays a significant role in explaining variations in employee performance. Given these significant effects, it is clear that changes in the level of work flexibility or job satisfaction will be accompanied by changes in job performance levels. Therefore, these two variables cannot be ignored in efforts to improve the performance of live streaming hosts at Agency X. This finding is supported by previous research conducted by [Dewi & Nugroho \(2021\)](#), which noted that job satisfaction and work flexibility have significant values;

the results indicate that job satisfaction and work flexibility jointly or simultaneously influence performance and can be utilized in future research.

5. Conclusion

This study examines the effects of work flexibility, job satisfaction, and job performance among live streaming hosts at Agency X. The results of the correlation test indicate that work flexibility has a very strong, significant positive effect on job performance, whereas job satisfaction has a significant negative effect on job performance. Given these significant effects, it follows that changes in the level of work flexibility or job satisfaction will be accompanied by changes in job performance. Theoretically, the results of this study support the view that the relationship between the organization and employees is reciprocal. Work flexibility can be understood as a form of organizational support that encourages employees to reciprocate through improved performance. However, the finding that job satisfaction negatively affects performance contributes to theoretical development, particularly in the context of target-based work such as live-streaming hosting. This suggests that, in certain situations, high levels of satisfaction do not always correlate directly with increased productivity, thereby opening the door to further research into the dynamics of motivation and performance among digital workers, such as live-streaming hosts. However, this study still has limitations, namely a relatively small sample size and a focus on a single agency; thus, the findings may not necessarily reflect the same conditions at other live streaming agencies, given that each agency likely has different management systems, work policies, and organizational issues. Therefore, future research is recommended to involve a larger sample size, expand the scope to include multiple agencies, and incorporate additional variables not yet identified to provide a more comprehensive understanding of the factors influencing job performance, particularly among live streaming hosts.

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