

The Influence of Motivation and Work Environment on the Performance of Live Streaming Hosts in Jakarta with Job Satisfaction as a Mediating Variable

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ABSTRACT

Live streaming has become a key digital commerce channel in Indonesia, with Live Streaming Hosts serving as the main point of interaction with consumers. This research endeavors to explore and analyze the role of Motivation and Work Environment in shaping Employee Performance, with Job Satisfaction as an intervening variable, for Host Live Streaming employees working in Jakarta. Motivation and Work Environment are treated as exogenous variables, Employee Performance as the endogenous variable, and Job Satisfaction as the mediator. Survey data were collected through questionnaires distributed to 190 respondents drawn from Host Live Streaming staff on diverse e-commerce platforms in Jakarta. A quantitative causal-descriptive strategy informs the study. The analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), utilizing SmartPLS. Results demonstrate that: (1) Motivation positively and significantly predicts Job Satisfaction (path coefficient = 0.486); (2) Work Environment positively and significantly predicts Job Satisfaction (path coefficient = 0.376); (3) Motivation positively and significantly predicts Employee Performance (path coefficient = 0.243); (4) Work Environment positively and significantly predicts Employee Performance (path coefficient = 0.331); (5) Job Satisfaction positively and significantly predicts Employee Performance (path coefficient = 0.360). Crucially, Job Satisfaction serves as a significant mediator for both the Motivation–Employee Performance link (indirect effect = 0.175) and the Work Environment–Employee Performance link (indirect effect = 0.136). Organizations should therefore strengthen motivation and workplace conditions to raise satisfaction and improve host performance.

Keywords: Employee Performance, Host Live Streaming, Job Satisfaction, Motivation, Work Environment

1. INTRODUCTION

The development of digital technology has changed business patterns and consumption behavior of Indonesian society, especially through the use of live streaming features on various platforms such as TikTok, Shopee, and Instagram. This feature presents an interactive shopping experience, supported by competitive prices, attractive promotions, and free shipping, thereby increasing public interest in shopping online (Sa'adah et al., 2022).

In accordance with these results, the e-Conomy SEA 2024 report indicates that Indonesia's digital economy will attain a Gross Merchandise Value (GMV) of roughly US\$90 billion in 2024, an increase of about 13% from the prior year, thereby rendering Indonesia the preeminent digital economy market within Southeast Asia (Hoppe et al., 2024). This growth is also driven by the increasing use of live streaming features as a marketing medium. A Populix survey shows that Shopee Live is the platform most frequently used by Indonesian society (69%), followed by TikTok Live (25%), Tokopedia Play (4%), and LazLive (2%). Shopee Live is also the platform most remembered by the public, at 60% (Populix, 2024). In addition, SIRCLO data records that transactions through live streaming contribute an average of 47% to GMV on TikTok, higher than the contribution of short video at 27% (SIRCLO, 2024). This condition shows that live streaming activity has developed into a primary strategy in digital commerce. The success of sales through live streaming is

determined not only by technology but also by the quality of human resources, particularly the Live Streaming Host who acts as the spearhead of interaction with consumers (Edison et al., 2018).

Human resources are an organization's most valuable asset because they determine the company's success in achieving its established goals (Hasibuan, 2017). Although technology continues to develop, the human role cannot be fully replaced because organizational success remains influenced by employee ability, creativity, and performance (Mokodompit et al., 2022; Robbins & Judge, 2019). However, the Live Streaming Host profession faces various challenges. A survey of 100 hosts shows that as many as 65% feel their performance has not been optimal because the income obtained is not comparable to the effort expended. In fact, a host's success is greatly influenced by the number of viewers, the level of interaction, and the sales generated during the live streaming session (Kurniawan et al., 2023).

On the other hand, industry demand for this profession continues to increase. The Ministry of Manpower recorded more than 10,190 Live Streaming Host job vacancies throughout January to August 2025 (Natalie, 2025). Research by TikTok Shop by Tokopedia (2025), as cited in Natalie (2025), found that 38.1% of respondents aged 18 to 35 who are interested in becoming content creators chose live hosting as their career path, reflecting strong interest in the profession despite the job challenges it entails, including long working hours, high sales targets, non-transparent platform rules, and online gender-based violence. Various previous studies show that motivation and work environment have a positive effect on job satisfaction and employee performance (Ali & Anwar, 2021; Saecar & Mulyana, 2025; Wau & Purwanto, 2021). In addition, job satisfaction also acts as a psychological mechanism that connects motivation and work environment with improved performance (Hidayati & Sutarno, 2025; Robbins & Judge, 2019).

High motivation drives individuals to work more optimally (Hasibuan, 2017), while a conducive work environment, both physical and non-physical, is able to increase employee comfort and productivity (Aliya & Ardila, 2024; Giovanni & Ie, 2022; Indiyati & Rahmatika, 2022; Purwanto & Meilani, 2024; Sedarmayanti, 2017). Job satisfaction has also proven to be an important factor in increasing employee productivity and commitment to the organization (Luthans et al., 2021; Robbins & Judge, 2019). Nevertheless, most previous studies have still been conducted in the manufacturing, banking, or conventional creative industry sectors (Mangkunegara, 2017; Maruf, 2014; Saecar & Mulyana, 2025). Empirical investigations addressing the effects of motivation and work environment on Live Streaming Host performance through the mediating lens of job satisfaction continue to be exceptionally limited. In fact, this profession has distinct characteristics, such as a digital platform-based work system, fluctuating sales targets, direct interaction with audiences, flexible working hours, and the dominance of freelance or contract employment status (Kurniawan et al., 2023). This condition indicates a research gap that needs further study.

In response to this observed trend and the paucity of existing research, this investigation aims to examine the effects of motivation and work environment on the performance of Live Streaming Host employees in Jakarta, employing job satisfaction as an intermediary construct. The projected outcomes aspire to advance theoretical knowledge in human resource management for digital work settings while simultaneously providing actionable guidance for organizations aiming to strengthen motivation, cultivate a favorable workplace atmosphere, improve satisfaction, and enhance host performance. This work also corresponds to Sustainable Development Goal (SDG) 8 concerning quality employment and broad-based economic growth (ILO, 2023). By identifying how motivation and work environment shape satisfaction and performance among digital platform workers, this study contributes evidence relevant to promoting decent work conditions and sustained, productive employment for the growing Live Streaming Host workforce.

2. LITERATURE REVIEW

2.1. The Influence of Work Motivation (X1) on Job Satisfaction (Z)

Motivation is a drive that causes a person to behave in order to achieve a certain goal. The dimensions of work motivation consist of intrinsic motivation, a drive from within oneself, such as a sense of responsibility and personal satisfaction, and extrinsic motivation, a drive from outside such as salary, bonuses, and recognition. According to Robbins and Judge (2019), high motivation will give rise to a feeling of satisfaction toward work because employees feel their needs are met. Employees who have high motivation tend to be more enthusiastic, feel appreciated, and have an emotional attachment to their work, thereby increasing job

satisfaction. That work motivation bears a substantial impact on job satisfaction is evidenced by Baribin and Saputri (2020) while Ali and Anwar (2021) reaffirm this pattern by documenting a positive and significant association between the two factors. In light of the theoretical considerations and prior empirical outcomes delineated above, a plausible proposition emerges: for Live Streaming Hosts situated in Jakarta, work motivation is anticipated to exercise a positive and significant influence over their job satisfaction.

2.2. The Influence of Work Environment (X₂) on Job Satisfaction (Z)

Everything surrounding employees that bears upon their comfort and effectiveness constitutes the work environment. An optimal environment provides safety, ease, and supportive social dynamics. According to Sedarmayanti (2017), the work environment comprises two core categories: physical elements (lighting, ventilation, workspace arrangement) and non-physical elements (relationships, organizational norms, supervisory style). Workers in supportive environments tend to feel more at ease, valued, and content with their roles. Empirical evidence from Hidayati and Sutarno (2025) indicates a positive and significant effect of work environment on job satisfaction Pamungkas and Febrianto (2025) reinforce this view, as well as Indiyati and Rahmatika (2022) report that both physical conditions (facilities, orderliness, layout) and psychosocial conditions (interaction, collegial support) meaningfully influence satisfaction. In light of these findings, a positive association between work environment and job satisfaction is plausible for Live Streaming Hosts in Jakarta.

2.3. The Influence of Work Motivation (X₁) on Employee Performance (Y)

Motivation is indispensable for eliciting superior employee performance, whether measured by output quality or volume. Hasibuan (2017) characterizes motivation as the stimulus that cultivates zeal and readiness for effective work. Employees exhibiting strong motivation consistently seek to exceed performance targets and prioritize achievement. Research by Ulum and Wasman (2023) demonstrates that work motivation exerts a favorable impact on productivity and performance outcomes. Studies further reveal that motivation plays a substantial role in performance enhancement, especially through inclusive leadership practices. Indiyati and Rahmatika (2022) report that motivation alongside work environment meaningfully predicts performance in startup enterprises. Accordingly, a positive effect of work motivation on performance is reasonably inferred for Live Streaming Hosts in Jakarta.

2.4. The Influence of Work Environment (X₂) on Employee Performance (Y)

An optimal work environment promotes security, comfort, and operational effectiveness. Robbins and Judge (2019) maintain that favorable working conditions diminish stress and augment satisfaction, thereby driving performance gains. Empirical support from Pamungkas and Febrianto (2025) confirms a significant environmental effect on employee performance. Aliya and Ardila (2024) reinforce this position, finding that both tangible and intangible workplace attributes exert positive performance effects. Indiyati and Rahmatika (2022) add that these same environmental factors significantly shape satisfaction, which then elevates performance. Accordingly, a positive and significant influence of work environment on performance may be hypothesized for Live Streaming Hosts in Jakarta.

2.5. The Influence of Job Satisfaction (Z) on Employee Performance (Y)

A considerable body of research indicates that job satisfaction serves as a significant predictor of performance outcomes. Luthans et al. (2021) note that satisfied employees manifest increased vitality, deeper organisational loyalty, and a stronger conscientiousness regarding their work obligations. In a similar vein, Wibowo (2016) argues that work-related contentment fosters a proactive and engaged disposition, thereby motivating individuals to pursue excellence in their tasks. The direct relationship between satisfaction and performance has been empirically confirmed by Saecar and Mulyana (2025) and this finding is replicated in the studies of Wau and Purwanto (2021) as well as Herawati et al. (2022), all of which report that elevated job satisfaction is associated with enhanced employee performance. Based on the foregoing evidence, one may plausibly deduce that job satisfaction positively affects the performance of Live Streaming Hosts operating in Jakarta.

2.6. The Influence of Work Motivation (X1) on Employee Performance (Y) through Job Satisfaction (Z) as a Mediating Variable

A direct consequence of high work motivation is the emergence of job satisfaction, which in turn serves to elevate performance levels. As Robbins and Judge (2019) contend, job satisfaction assumes a mediating function between motivation and performance, given that motivational forces generate a constructive work spirit that produces psychological gratification, and this gratification subsequently yields improved work results. This mediational proposition is empirically validated by Sembiring et al. (2021), who establish that satisfaction mediates the motivational-performance relationship. In a comparable manner, Saecar and Mulyana (2025) report that job satisfaction functions as a transmission channel for the effects of motivation and work environment upon performance, while Wau and Purwanto (2021) provide evidence that career advancement augments satisfaction, and this augmented satisfaction consequently enables performance enhancement. On these bases, it is reasonable to posit that job satisfaction constitutes an intervening pathway through which work motivation influences the performance of Live Streaming Hosts residing in Jakarta.

2.7. The Influence of Work Environment (X2) on Employee Performance (Y) through Job Satisfaction (Z) as a Mediating Variable

When the work environment affords comfort and satisfaction, performance improvement naturally follows. Sedarmayanti (2017) asserts that sound working conditions engender proprietorship and heightened duty toward responsibilities. Research by Pamungkas and Febrianto (2025) identifies job satisfaction as a mediator between environmental factors and performance outcomes. Saecar and Mulyana (2025) reinforce this mediating role, noting that satisfaction strengthens environmental influences on performance. Indiyati and Rahmatika (2022) add that tangible and intangible workplace attributes significantly affect satisfaction, which subsequently enhances performance. From this theoretical and empirical basis, one may hypothesize a positive effect of work environment on performance via job satisfaction among Live Streaming Hosts in Jakarta.

The following is the figure 1 showing the model of relationships between concepts based on relevant theory and previous research results, serving as the conceptual framework in this study:



Figure 1. Conceptual Framework

Source: Authors' compilation

Based on the framework that has been developed, the hypotheses in this study are as follows:

H1: There is an influence of motivation on the job satisfaction of Live Streaming Host employees in Jakarta.

H2: There is an influence of the work environment on the job satisfaction of Live Streaming Host employees in Jakarta.

H3: There is an influence of motivation on the performance of Live Streaming Host employees in Jakarta.

H4: There is an influence of the work environment on the performance of Live Streaming Host employees in Jakarta.

H5: There is an influence of job satisfaction on the performance of Live Streaming Host employees in Jakarta.

H6: There is an influence of motivation on the performance of Live Streaming Host employees in Jakarta with job satisfaction as a mediating variable.

H7: There is an influence of the work environment on the performance of Live Streaming Host employees in Jakarta with job satisfaction as a mediating variable.

3. RESEARCH METHODS

A quantitative causal-descriptive methodology guides this research, designed to assess the effects of work motivation and work environment upon Live Streaming Host performance in Jakarta, with job satisfaction occupying a mediating role. Quantitative methods were favored for their objectivity in testing relational patterns via statistical analysis; descriptive inquiry captures each variable’s prevailing condition, and causal analysis probes explanatory pathways among variables (Sugiyono, 2018). Data collection draws upon primary information gathered through five-point Likert scale questionnaires and structured observation, supplemented by secondary materials including books, peer-reviewed articles, organizational documentation, and externally published statistics (Cooper & Schindler, 2024).

All Live Streaming Host employees working in DKI Jakarta constitute the study population. The exact size of this population is unknown; since proportionate stratified random sampling requires knowledge of subgroup proportions within the population, this limitation should be acknowledged, as it affects the extent to which true proportionality across strata could be verified. The required sample was derived from Hair et al. (2019), whose guideline for SEM PLS specifies a minimum of 5 times the number of latent variable indicators. With 38 indicators in total, this rule generated a minimum required sample size of 190 respondents, and the study achieved exactly this minimum threshold, selected using proportionate stratified random sampling from a probability sampling framework. The research model incorporates four variables: work motivation and work environment as independent variables, job satisfaction as an intermediary, and employee performance as the dependent variable. Operational measures are grounded in the theoretical works of Hasibuan (2017), Sedarmayanti (2017), Spector (2019), and Mangkunegara (2017). The analytical approach utilises SEM-PLS through SmartPLS, incorporating measurement model validation, structural model appraisal using R^2 , f^2 , Q^2 , GoF, SRMR, and NFI, and bootstrapping to examine direct and indirect effects alongside the mediating function of job satisfaction.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Overview of Respondents

This study involved 190 Live Streaming Host employees who are actively working on various e-commerce platforms in the DKI Jakarta region. Based on respondent characteristics, the majority are in the 17 to 25 age range, at 53.16%, followed by the 26 to 32 age range at 26.84%, and those aged above 33 at 20.00%, indicating a dominance of young productive age. In terms of gender, respondents are dominated by women (59.47%), while men make up 40.53%. Based on length of work, the majority of respondents have more than two years of work experience (37.89%), indicating that the majority have sufficient experience as Live Streaming Hosts. In terms of e-commerce platform, TikTok Shop is the platform most widely used (41.05%), followed by Shopee (28.95%), Tokopedia (12.11%), Facebook (11.05%), and other platforms (6.84%). In addition, more than half of the respondents (52.63%) conducted live streaming more than 15 times in the last three months, indicating a high intensity of work activity as a Live Streaming Host. Overall, the respondent characteristics show that this study is dominated by Live Streaming Hosts who are young, mostly female, have adequate work experience, actively use TikTok Shop, and have a high frequency of live streaming.

4.1.2. Data Analysis

A. Outer Model Test

Table 1. Fornell Larcker Criterion Square Root of AVE

	Job Satisfaction	Employee Performance	Work Environment	Motivation
Job Satisfaction	0.811			
Employee Performance	0.801	0.832		
Work Environment	0.757	0.794	0.848	
Motivation	0.781	0.783	0.782	0.852

Source: SmartPLS Output, 2026

The Fornell-Larcker Criterion, employed to evaluate discriminant validity, demonstrates that all constructs achieve the required benchmarks. The $\sqrt{AVE}$ values, recorded as 0.811 for Job Satisfaction, 0.832 for

Employee Performance, 0.848 for Work Environment, and 0.852 for Motivation, uniformly surpass the correlations shared with other latent variables. These findings establish that each construct possesses superior explanatory power over its own indicator set relative to foreign constructs. Accordingly, all research variables exhibit adequate discriminant validity and may proceed to the structural model phase.

B. Reliability Test

A Composite Reliability score of at least 0.70 indicates a reliable instrument, with scores ranging from 0.60 to 0.70 still deemed acceptable in preliminary research. The same standard applies to Cronbach's Alpha (Hair et al., 2019).

Table 2. Composite Reliability Coefficient and Cronbach's Alpha Coefficient

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.942	0.942	0.657
Employee Performance	0.950	0.952	0.692
Work Environment	0.921	0.922	0.718
Motivation	0.937	0.938	0.725

Source: SmartPLS Output, 2026

All variables pass the established reliability and validity benchmarks. Each construct demonstrates Composite Reliability and Cronbach's Alpha values above 0.70, reflecting strong internal consistency, and every AVE statistic exceeds 0.50, thus fulfilling the convergent validity condition. All constructs are therefore considered reliable and valid for progression to the next analysis phase (Ghozali, 2020).

C. Inner Model Test

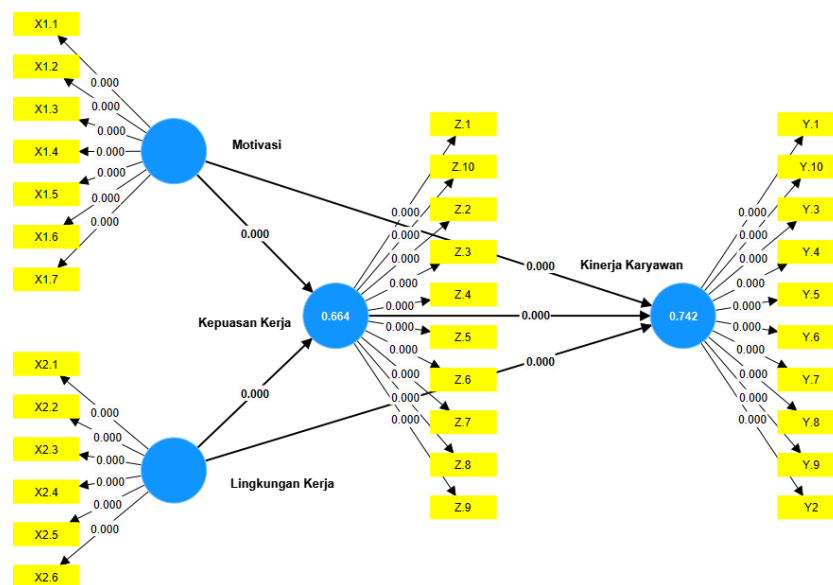


Figure 2. Inner Model Test Result

Source: SEM SmartPLS, 2026

The structural model reveals that motivation and work environment positively predict job satisfaction for Live Streaming Hosts and directly affect employee performance. In addition, job satisfaction serves as a mediating mechanism that reinforces the linkage from both motivation and work environment to performance. Thus, increased motivational efforts and improved environmental conditions should raise satisfaction, ultimately yielding enhanced performance among Live Streaming Hosts.

D. R Square Analysis

The R-square value further functions as an indicator of structural model adequacy. When this coefficient increases, the exogenous variables account for more variance in the endogenous variable, which signifies an improved structural equation (Ghozali, 2020).

Table 3. R Square Results

	R Square	R Square Adjusted
Job Satisfaction (Z)	0.664	0.661
Employee Performance (Y)	0.742	0.738

Source: SmartPLS Output, 2026

According to the analysis, the model demonstrates favorable predictive ability. Job Satisfaction receives 66.4% of its variation from Motivation and Work Environment, placing this explanatory power in the moderate-to-strong range. Employee Performance, by contrast, has 74.2% of its variance explained by the combination of Motivation, Work Environment, and Job Satisfaction, a figure corresponding to strong predictive relevance (Hair et al., 2019). On the whole, the structural model displays high predictive efficacy and is considered well-suited to elucidate the variable relationships under investigation.

E. Effect Size (f^2)

The f^2 statistic is interpreted as follows: 0.02 denotes a weak effect, 0.15 a medium effect, and 0.35 a strong effect from the exogenous latent construct (Ghozali, 2020). The computed results are presented as follows.

Table 4. f Square Results

	Job Satisfaction	Employee Performance	Work Environment	Motivation
Job Satisfaction			0.169	
Employee Performance				
Work Environment	0.164	0.142		
Motivation	0.273	0.070		

Source: SmartPLS Output, 2026

The f^2 effect size analysis reveals influences across variable pairs that range between small and moderate magnitudes. The most substantial effect is Motivation on Job Satisfaction ($f^2 = 0.273$), followed by moderate effects of Job Satisfaction on Employee Performance ($f^2 = 0.169$) and Work Environment on Job Satisfaction ($f^2 = 0.164$). Smaller effects are observed for Work Environment on Employee Performance ($f^2 = 0.142$) and Motivation on Employee Performance ($f^2 = 0.070$). Accordingly, Motivation and Work Environment appear to exert their primary influence through Job Satisfaction, which subsequently drives performance gains.

F. Model Fit Test

Assessment of model fit serves to determine how well the theoretical model aligns with sample data in PLS SEM analysis. Although predictive power is the primary focus of PLS SEM, fit evaluation continues to bolster model validity (Hair et al., 2022). Two fit indices are applied here: SRMR and NFI. A SRMR value under 0.08 denotes acceptable fit, while NFI scores reaching 0.80 suggest sufficient fit and those attaining 0.95 indicate superior fit (Henseler et al., 2015; Hu & Bentler, 1999).

Table 5. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.047	0.047
Chi-Square	930.867	930.867
NFI	0.846	0.846

Source: SmartPLS Output, 2026

Table 5 reports an NFI of 0.846 (falling short of 0.9) and an SRMR of 0.047 (beneath the 0.080 limit), leading to the conclusion that the model fit criteria have been satisfied.

G. Hypothesis Testing

A significance level of 0.05 serves as the criterion for deciding whether to retain or discard the proposed hypotheses (Hair, 2021). The direct hypothesis results are as follows.

Table 6. Direct Hypothesis Test

	Original Sample	T Statistics	P values
Job Satisfaction → Employee Performance	0.360	4.834	0.000
Work Environment → Job Satisfaction	0.376	5.423	0.000
Work Environment → Employee Performance	0.331	4.653	0.000
Motivation → Job Satisfaction	0.486	6.530	0.000
Motivation → Employee Performance	0.243	3.614	0.000

Source: SmartPLS Output, 2026

Positive and significant direct effects are observed across all paths (P Values = $0.000 < 0.05$), confirming each hypothesis. Motivation predicts Job Satisfaction ($\beta = 0.486$) and Employee Performance ($\beta = 0.243$) positively, and Work Environment does likewise for Job Satisfaction ($\beta = 0.376$) and Employee Performance ($\beta = 0.331$). Job Satisfaction also predicts Employee Performance positively ($\beta = 0.360$). Taken together, these outcomes suggest that increased motivation and better work conditions enhance satisfaction, which in turn bolsters performance. Indirect effect testing, with significance set at $P < 0.05$, was performed to determine whether Job Satisfaction mediates these relationships.

Table 7. Specific Indirect Effects

	Original Sample	T Statistics	P values
Work Environment → Job Satisfaction → Employee Performance	0.136	3.801	0.000
Motivation → Job Satisfaction → Employee Performance	0.175	3.737	0.000

Source: SmartPLS Output, 2026

With all indirect pathways producing P Values under 0.05, Job Satisfaction is established as a meaningful mediator between Motivation, Work Environment, and Employee Performance. The indirect coefficient for Motivation through Job Satisfaction is 0.175 ($P = 0.000$), and that for Work Environment is 0.136 ($P = 0.000$). These results suggest that increases in Motivation and Environmental Quality foster greater Satisfaction, ultimately enhancing Live Streaming Host Performance.

4.2. Discussion

4.2.1. The Influence of Motivation on the Job Satisfaction of Live Streaming Hosts in Jakarta (H1)

Motivation demonstrates a positive and significant effect on the Job Satisfaction of Jakarta-based Live Streaming Hosts, as shown by the path coefficient (0.486), T Statistics (6.530), and P Value (0.000). Higher motivational states are therefore associated with increased satisfaction outcomes. Motivation is a dominant factor influencing job satisfaction because the internal and external drives possessed by hosts encourage them to work with enthusiasm, feel appreciated, and have an emotional attachment to their work (Robbins & Judge, 2019).

This result is in line with Maslow's hierarchy of needs theory (1943), which states that motivation arises from needs that must be fulfilled in stages, from physiological needs to self actualization. A motivated Live Streaming Host will feel their needs are met through their work, both financially and psychologically, thereby creating a feeling of satisfaction toward the work. Herzberg's two factor theory (1959) also reinforces this finding, in which motivator factors such as achievement, recognition, and responsibility felt by hosts during work become the main drivers of job satisfaction.

Consistent with Ali and Anwar (2021), the present findings confirm a positive and significant relationship between work motivation and job satisfaction. Saecar and Mulyana (2025) similarly identify motivation as a key antecedent of satisfaction, especially within high-creativity, high-energy occupations like Live Streaming Hosting. Accordingly, elevated motivation among hosts yields higher satisfaction, driven by feelings of appreciation and a well-defined professional direction (Baribin & Saputri, 2020).

In the context of Live Streaming Host work, motivation is a crucial factor because this job demands high creativity, energy, and mental resilience (Kurniawan, 2023). Hosts who have strong intrinsic motivation will be more enthusiastic in preparing content, interacting with audiences, and striving to achieve sales targets, thereby creating a feeling of satisfaction toward their work. Extrinsic motivation such as compensation and recognition from superiors also strengthens host job satisfaction because they feel their contribution is appreciated by the company.

4.2.2. The Influence of Work Environment on the Job Satisfaction of Live Streaming Hosts in Jakarta (H2)

Work Environment has a positive and significant effect on the Job Satisfaction of Jakarta-based Live Streaming Hosts, as evidenced by a path coefficient of 0.376, T Statistics of 5.423, and P Value of 0.000. Greater environmental conduciveness is associated with higher satisfaction, since comfortable, safe, and supportive surroundings engender tranquility and perceived value, which in turn enhance satisfaction (Sedarmayanti, 2017). Consistent with Sedarmayanti (2017), the work environment comprises physical and non-physical components. Physical attributes such as sufficient lighting, sound air circulation, and fully equipped workspaces promote host ease during streaming sessions. Non-physical attributes including positive peer interactions, managerial backing, and a healthy workplace culture are equally instrumental in fostering satisfaction (Robbins & Judge, 2019).

Supporting evidence comes from Indiyati and Rahmatika (2022), demonstrating significant effects of physical and non-physical work environment on satisfaction. Pamungkas and Febrianto (2025) further show that positive environmental conditions raise satisfaction, and Aliya and Ardila (2024) affirm that supportive surroundings engender safety and ease, which in turn increase satisfaction. In the context of Live Streaming Host work, the work environment has a very important role. Hosts who work in a comfortable room with good lighting, low noise levels, and adequate supporting equipment such as cameras, microphones, and lighting will be more focused and concentrated in delivering content to the audience (Giovanni & Ie, 2022). Support from the production team and management also greatly affects host comfort and work spirit because they feel supported in facing work challenges. A flexible digital work environment also provides a sense of freedom to innovate that impacts increased job satisfaction (Giovanni & Ie, 2022).

4.2.3. The Influence of Motivation on the Employee Performance of Live Streaming Hosts in Jakarta (H3)

Motivation positively and significantly predicts Employee Performance for Jakarta-based Live Streaming Hosts, as indicated by a path coefficient of 0.243, T Statistics of 3.614, and P Value of 0.000. Higher motivation is associated with enhanced performance. Hasibuan (2019) maintains that work motivation is instrumental in driving employees toward peak output in terms of both caliber and volume.

Consistent with Robbins and Judge (2019), motivation encompasses the intensity, direction, and durability of effort expended toward objectives. Motivated Hosts exhibit elevated effort levels, goal-oriented conduct, and sustained perseverance amid difficulties. Hasibuan (2019) reinforces this view, describing motivation as the impetus that generates enthusiasm and readiness for productive work. Ulum and Wasman (2023), provide corroborating evidence that motivation positively influences productivity and performance; Putri and Haryono (2021) add that motivation markedly improves outcomes, particularly when participative leadership fosters intrinsic engagement. Sari and Rahayu (2021) likewise confirm that motivation and environment jointly affect performance in startup settings, which share the fast-paced nature of the streaming industry.

In the context of Live Streaming Host work, motivation is a key factor in driving performance. Motivated hosts will be more creative in presenting content, more energetic in interacting with audiences, and more persistent in achieving sales targets (Kurniawan, 2023). Intrinsic motivation such as a sense of pride and meaning from the work encourages hosts to continue improving the quality of their broadcasts, while extrinsic motivation such as incentives and recognition encourages them to achieve quantitative targets. The combination of these two types of motivation creates optimal performance for Live Streaming Hosts.

4.2.4. The Influence of Work Environment on the Employee Performance of Live Streaming Hosts in Jakarta (H4)

Work Environment positively and significantly predicts Employee Performance for Jakarta-based Live Streaming Hosts, as indicated by a path coefficient of 0.331, T Statistics of 4.653, and P Value of 0.000. Hosts who perceive more supportive conditions deliver superior performance. Robbins and Judge (2019) maintain that a quality work environment affords safety, ease, and heightened productivity. This result is in line with the work environment theory put forward by Sedarmayanti (2017) and Robbins and Judge (2019), which states that supportive working conditions will reduce stress and increase satisfaction, which leads to improved performance. An adequate physical work environment, such as complete work equipment and a comfortable work space, allows hosts to work efficiently and with focus. A non physical work environment, such as good interpersonal relationships and support from superiors, creates a positive work atmosphere that drives productivity.

This result is corroborated by Pamungkas and Febrianto (2025), showing that work environment significantly impacts performance. Aliya and Ardila (2024) add that tangible and intangible environmental attributes positively affect performance. Indiyati and Rahmatika (2022) find that environmental conditions significantly shape satisfaction, which in turn elevates performance, while Rodiyana et al. (2022) confirm that both environment and communication influence performance. In the context of Live Streaming Host work, a supportive work environment is an important factor in determining performance. Hosts who work with quality equipment such as cameras, clear microphones, and a stable internet connection will produce broadcasts that are of good quality and attractive to audiences (Kurniawan, 2023). Support from the production team and management also allows hosts to focus on their main tasks without being disrupted by technical or administrative problems. A flexible digital work environment also gives hosts the freedom to be creative and innovative in presenting engaging content.

4.2.5. The Influence of Job Satisfaction on the Employee Performance of Live Streaming Hosts in Jakarta (H5)

Job Satisfaction positively and significantly predicts Employee Performance for Jakarta-based Live Streaming Hosts, as indicated by a path coefficient of 0.360, T Statistics of 4.834, and P Value of 0.000. Greater satisfaction yields enhanced performance. Luthans et al. (2021) maintain that satisfaction is a key factor in determining performance levels. Consistent with Robbins and Judge (2019), job satisfaction represents a favorable emotional state arising from appraisal of job characteristics. Employees who are satisfied adopt constructive perspectives toward their roles, sustain motivation for peak performance, and maintain robust loyalty to their organizations (Wibowo, 2019). Luthans et al. (2021) add that satisfied individuals exhibit heightened energy, devotion, and a pronounced sense of duty in executing tasks. Corroborating evidence is provided by Saecar and Mulyana (2025), who find job satisfaction directly affects performance, and by Wau and Purwanto (2021), who show that satisfaction enhances employee output. Herawati and Setiawan (2021) also report a performance-related effect of satisfaction, and Sembiring et al. (2021) affirm that satisfaction mediates the motivation-performance relationship.

For Live Streaming Hosts, job satisfaction emerges as a pivotal factor shaping performance outcomes. Satisfied hosts display greater vigour, punctuality in fulfilling broadcast timetables, and a strong sense of responsibility for the calibre of their content (Kurniawan, 2023). High job satisfaction also encourages hosts to continue developing themselves through learning and adapting to new trends in the live streaming industry. Conversely, low job satisfaction can lead to a decrease in motivation, high absenteeism, and even a desire to change jobs (Robbins & Judge, 2019). Therefore, companies need to pay attention to factors that can increase host job satisfaction, such as fair compensation, recognition of achievements, career development opportunities, and harmonious working relationships with coworkers and superiors.

4.2.6. The Role of Job Satisfaction in Mediating the Influence of Motivation on the Employee Performance of Live Streaming Hosts in Jakarta (H6)

For Live Streaming Hosts in Jakarta, Job Satisfaction serves as a significant mediator of the link between Motivation and Employee Performance, evidenced by an indirect coefficient of 0.175, T-Statistic of 3.737, and P-Value of 0.000. Motivation affects Performance through both direct and indirect channels, with the latter operating via increased Satisfaction. Job Satisfaction thereby serves as a partial mediator that strengthens the motivational impact on Performance. This result is in line with the motivation and job satisfaction theory put forward by Robbins and Judge (2019), which states that job satisfaction can function as an intermediary (mediator) between motivation and performance. High motivation fosters a work spirit that creates psychological satisfaction, which ultimately impacts better work results. Intrinsic motivation such as a sense of achievement and self development creates inner satisfaction, while extrinsic motivation such as recognition and rewards creates material satisfaction, both of which lead to improved performance.

Corroboration comes from Sembiring et al. (2021), who establish job satisfaction as a mediator of the motivation-performance link. Saecar and Mulyana (2025) reinforce this function, showing that satisfaction transmits the effects of both motivation and work environment onto performance. Wau and Purwanto (2021) contribute evidence that career development enhances satisfaction, thereby facilitating performance improvement through this mediating channel. In the context of Live Streaming Host work, this mediation mechanism can be explained as follows: Hosts who have high motivation (both intrinsic and extrinsic) will feel more enthusiastic and appreciated in their work. This positive feeling gives rise to job satisfaction, which then encourages them to work harder, more creatively, and more consistently in achieving sales targets and

viewer numbers (Kurniawan, 2023). In the absence of job satisfaction, high motivation may fail to fully translate into performance gains, since satisfaction acts as a facilitative mechanism that converts motivational energy into effective action. Companies should thus address both motivational strategies and satisfaction-enhancing measures, ensuring that host drive culminates in superior outcomes.

4.2.7. The Role of Job Satisfaction in Mediating the Influence of Work Environment on the Employee Performance of Live Streaming Hosts in Jakarta (H7)

For Jakarta-based Live Streaming Hosts, Job Satisfaction significantly mediates the relationship between Work Environment and Employee Performance (indirect effect = 0.136, $T = 3.801$, $P = 0.000$). Work Environment affects Performance both directly and indirectly via Satisfaction, rendering Job Satisfaction a partial mediator that enhances the impact of environmental factors on Performance. Consistent with Sedarmayanti (2017) and Robbins and Judge (2019), a work environment that ensures comfort and safety generates satisfaction, which in turn elevates performance. Quality conditions instill a sense of proprietorship and heightened duty toward tasks. Physical adequacy reduces exhaustion and bolsters concentration, while a constructive non-physical climate promotes collegiality and mutual support. This finding is reinforced by Pamungkas and Febrianto (2025), who demonstrate that satisfaction mediates environmental influence on performance. Saecar and Mulyana (2025) confirm satisfaction's mediating role in strengthening environmental effects, and Indiyati and Rahmatika (2022) prove that physical and non-physical factors significantly shape satisfaction, with subsequent performance improvements.

This mediation mechanism, contextualised within Live Streaming Host work, proceeds in the following manner. A favourable work environment, incorporating physical and psychosocial elements, cultivates a sense of ease and safety for hosts throughout their duties. This feeling of comfort gives rise to job satisfaction because hosts feel supported and appreciated by the company (Giovanni & Ie, 2022). High job satisfaction then encourages hosts to deliver their best performance, because they feel the work environment supports the development of their potential and creativity (Kurniawan, 2023). A good work environment without being supported by job satisfaction may not be optimal in driving performance, because job satisfaction functions as a "bridge" that connects a positive perception of the environment with productive behavior. Therefore, companies need to pay attention not only to how to create a conducive work environment, but also to how to ensure hosts feel satisfied with that environment so that performance can improve optimally.

5. CONCLUSIONS

Motivation and work environment are found to exert positive and significant effects on both job satisfaction and performance for Live Streaming Hosts in Jakarta. Job satisfaction additionally demonstrates a positive performance impact while serving as a mediating construct that amplifies the effects of motivation and environment on performance. Thus, enhanced motivation and workplace quality elevate satisfaction, ultimately yielding performance gains.

Practically, organizations should strengthen intrinsic motivation through career advancement, rewards, and achievement recognition, alongside providing supportive physical facilities and harmonious interpersonal relations. These measures will foster satisfaction and facilitate optimal outcomes. Limitations include the use of only four variables, a cross-sectional design, self-reported data, the use of a single self-reported Likert-scale instrument for all constructs, which raises the possibility of common method bias, and a sample confined to DKI Jakarta. Future research should incorporate additional constructs, adopt mixed-methods or longitudinal designs, use multiple data sources or time-lagged measurement to mitigate common method bias, and expand geographic coverage to enhance comprehensiveness and generalizability. Given that Live Streaming Hosts continue to face job challenges such as long working hours, high sales targets, non-transparent platform rules, and online gender-based violence, as noted in the introduction, regulators are also encouraged to support the digital work ecosystem through labor protections and competency development initiatives for digital creative workers.

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