

29-54.pdf



## The Influence of Accompanying Music on Performance Mediated by Variables of Comfort, Motivation, and Satisfaction

Diah Cahyani<sup>1</sup>, Anis Sirojuddin Suryo Negoro<sup>2</sup>, Nurus Sabani<sup>3</sup>

<sup>1,2,3</sup> Management Study Program, Faculty of Economics, Mayjen Sungkono University Mojokerto, Indonesia

### ABSTRACT

#### Article History:

Received: 20 February 2025

Revised: 15 March 2025

Published: 30 April 2025

#### Keywords:

music, performance, comfort, motivation, satisfaction

This study aims to analyze the influence of musical accompaniment on mediated performance variables: comfort, motivation, and job satisfaction. This research adopts a descriptive-exploratory approach. The study was conducted at PT Lion Super Indo DC Mojokerto. The population consists of 92 employees, and thus this study employs total sampling. Data collection was carried out using a questionnaire, and data analysis was performed using SmartPLS version 3.3.7. Hypothesis testing involved comparing T-Statistics and P-Values. The results of the study indicate that: musical accompaniment has a significant influence on job comfort, musical accompaniment has a significant influence on job satisfaction, musical accompaniment has a significant influence on motivation, musical accompaniment does not have a direct influence on mediated performance variables of job comfort, musical accompaniment does not have a direct influence on mediated performance variables of job motivation, and musical accompaniment does not have a direct influence on mediated performance variables of job satisfaction.

## INTRODUCTION

Music, inherently subjective in nature (in the mental sense), does not possess visual attributes such as dimensions, color, and so on (Stone, 1897). The prominence of music and its influence on various aspects of social life have garnered considerable attention (Berger & Stone, 2019). Music has a positive and significant contribution to improving the quality and expectations of life (Lehmberg & Fung, 2023), making it better (Edmondson, 2013). In other words, it plays an important role in work activities, as it is utilized to coordinate actions, overcome boredom, boost team spirit, and enhance work speed (Hallam, 2018). Accompaniment in music is a process in which musical

elements like harmony and rhythm are added or used to emphasize, resulting in a dialogue between musical elements, including the main melody and complementary melodies (Watkins et al., 2019). The dynamics in music refer to the variation in intensity, which can impact tension, release, reflection, melancholy, or calm (Oltheten, 2018).

The use of musical accompaniment in an organizational context has significant impacts on various aspects. Firstly, wisely chosen accompanying music can create a more comfortable working environment (Kuhlke et al., 2015; Lathom-Radocy, 2014; Nations & Boyett, 2002). Fun and appropriate music that aligns with employee preferences can reduce stress, elevate mood (Hallam, 2018; Hallam & Himonides, 2022), and create a more positive atmosphere in the workplace (Freely, 2022; Magnini & Parker, 2009; Nations & Boyett, 2002). Music has the potential to influence job comfort, as it helps employees feel more relaxed and comfortable while working. Furthermore, music can also influence the level of job satisfaction among employees (Braswell et al., 1989; Irawan et al., 2020; Vasudevan, 2014, 2015). Favorite music can create positive feelings towards the work environment, fostering a strong emotional bond between employees and the organization (Hul et al., 1997; Meyer, 2019). Employees who feel happy and satisfied with their work environment tend to be more productive and contribute positively to the organization (Hallam, 2018), with motivation also being influenced by music (Janson, 2023; Mao, 2022; Umuzdaş, 2020).

Scientific studies confirm that music influences mood and emotions, and even enhances concentration and mental performance during study or work. Pohan, (2021) concluded that music in the workplace impacts stress levels. Della Crociata et al., (2013) measured acoustic comfort in hypermarkets through environmental and perceptual parameters of staff. The results showed a strong connection between acoustic comfort and sound intensity, especially in warehouse areas with low sound intensity. Clements-Cortes, (2011) found that both live music and recorded music significantly reduced pain perception and improved physical comfort, with live music being more effective than recorded music. Braswell et al., (1989) found that music therapists experienced positive emotions while evaluating their work, leading to higher job satisfaction levels. Lisa & Dwiyantri, (2022) showed that employee productivity

increased after being given music accompaniment, leading to faster work solutions and results exceeding set targets.

Previous research highlights the impactful role of music in workplace settings across various industries, providing a foundation for contextualizing its influence. For instance, studies in retail environments found that carefully selected background music can shape customer behavior, such as spending patterns and time spent in stores, while simultaneously improving employee satisfaction and focus (Della Crociata et al., 2013; Vasudevan, 2014). In the hospitality industry, Hallam, (2018) observed that employees working in environments with well-curated music reported reduced stress levels and increased productivity. Similarly, Lisa & Dwiyantri, (2022) demonstrated that the inclusion of music in manufacturing settings enhanced task efficiency and fostered a positive work atmosphere. These findings suggest that the strategic use of music could have profound implications for workplace dynamics. However, despite these insights, limited research has examined how specific musical elements, such as tempo, rhythm, and harmony, interact with cultural and individual preferences in organizational contexts, particularly in multicultural settings. This study seeks to extend these findings by focusing on accompaniment music's nuanced impacts within diverse workplace environments, addressing an overlooked dimension in the existing literature.

Although numerous studies have explored the role of music in enhancing mood, productivity, and job satisfaction, a significant gap remains in understanding how specific elements of accompaniment music—such as intensity, rhythm, and harmony—directly influence key organizational variables (Hallam, 2018; Lisa & Dwiyantri, 2022). Existing research often emphasizes the general benefits of music without delving deeper into how individual preferences for specific music types or cultural organizational contexts might moderate these effects (Della Crociata et al., 2013; Pohan, 2021). Moreover, the literature lacks substantial discussion on the strategic design of accompaniment music tailored to foster emotional engagement, mental comfort, and productivity in multicultural work environments (Janson, 2023; Meyer, 2019). This study aims to address this gap by examining the relationship between specific elements of accompaniment music and their impact on

organizational variables, as well as the moderating role of individual preferences and cultural factors on music's effectiveness in such contexts.

This study has the potential to provide significant insights into the influence of musical accompaniment on employee performance by considering variables of comfort, motivation, and satisfaction. It aims to fill a knowledge gap by exploring the types of music that have the most influence and how individual preferences impact productivity. Integrating these variables is expected to provide a more comprehensive understanding of the use of music in enhancing employee performance, contributing to human resource management strategies. Therefore, this study aims to test and analyze: 1) The influence of musical accompaniment on job comfort, 2) The influence of musical accompaniment on job satisfaction, 3) The influence of musical accompaniment on motivation, 4) The indirect influence of musical accompaniment on the mediated performance variable of job comfort, 5) The indirect influence of musical accompaniment on the mediated performance variable of job motivation, and 6) The indirect influence of musical accompaniment on the mediated performance variable of job satisfaction.

## LITERATURE REVIEW

### *On-Site Accompaniment Music Work*

Accompaniment in music adds, emphasizes, or aligns with other sounds, enhancing melodies and creating dialogue. Sometimes, it also reduces other sounds. Although often considered routine, accompaniment plays an important role in providing space for others to shine (Watkins, 2019). The 1940 report refers to the 1937 report on the benefits of music in repetitive work. However, accompaniment music is considered to interfere with concentration on tasks that require high focus. The "Music While You Work" program adapts broadcasts for repetitive work and competes with factory noise. Although music is not always suitable for administrative work, some companies still play music in the office. Despite the noisy factory environment, research shows there is no situation too noisy to receive music (Korczynski et al., 2013). Music in musical dramas becomes an integral part, directly integrated into the storyline, whereas in non-musical dramas, music tends to be incidental and not deeply

integrated into the narrative (Powers, 2023). In the work context, music integrated as accompaniment, as in musicals, may have a more direct role in influencing productivity and the work atmosphere. In contrast, incidental accompaniment music, like in non-musical dramas, may be used more as a supportive tool to create transitions between activities or the work atmosphere.

Two theories provide a framework for understanding accompaniment music in the workplace and its impact on productivity and work atmosphere. According to Berlyne's Sensory Activation Theory, music influences sensory arousal levels, affecting mood and work motivation (Berlyne, 1971). Strategically designed accompaniment music, with appropriate tempo and harmony, enhances focus on repetitive tasks while reducing boredom, aligning with the "Music While You Work" findings, which highlight music's ability to counteract factory noise and foster a more pleasant environment. Complementing this, Sweller's Cognitive Load Theory suggests that sound levels, including music, affect cognitive load. Appropriately chosen accompaniment music can alleviate mental strain during simple or repetitive tasks but may distract from highly focused work (Sweller, 1988). This is supported by Korczynski et al., (2013), who demonstrated that no environment is too noisy to benefit from music, emphasizing its potential to enhance workplace experiences when thoughtfully applied.

11  
Music has a significant influence on the performance of on-site employees through variables of comfort, motivation, and satisfaction. Various reasons support the impact of music on this performance, including its emotional influence that can reduce stress and create a more positive work atmosphere. In this study, accompanying music is outlined into seven indicators: 1. Emotional Response: Music can influence someone's mood and emotions (London, 2001; Västfjäll, 2001). Musical emotions are unique human feelings, containing fundamental characteristics like melody, harmony, and rhythm, as well as influencing imagination and perception (Lu, 2004). Music can modulate brain activity in important areas involved in emotions, potentially benefiting psychiatric and neurological treatments (Koelsch, 2014). It can achieve up to 90% accuracy in detecting emotions like happiness, relaxation, and sadness in input files (Santoso & Dutono, 2023). 2. Physiological Changes: Music



influences heart rate and breathing frequency (Anggreny, 2012). Stimulative music increases bodily energy, while relaxing music lowers heart rate and blood pressure. Physical effects vary with each individual and cannot be generalized based on music type due to music preferences. Elements in music play an important role in influencing bodily stimulation or relaxation (Djohan, 2006). 3. Concentration and Focus: Music can effectively maintain focus and concentration (Kayang, 2019). Adaptive changes in background music volume can increase concentration and relaxation (Shibuya et al., 2023). 4. Memory and Association: Music can trigger specific memories or make someone connect songs with past experiences (Djohan, 2006; Rosyadi & Rohmah, 2023). Music often triggers more significant and clearer autobiographical memories (Jakubowski et al., 2023). Music can enhance the quality of life for adults and the elderly during COVID-19 by promoting music education and training, improving concentration, memory, and communication skills (Carrasco, 2023). 5. Influence on Behavior: Music significantly influences human behavior, including cardiovascular and neurophysiological behavior, and can reduce stress, making it a potential therapeutic treatment for various disorders (Cervellin & Lippi, 2011). 6. Creative Expression: Music influences self-creative expression through the development of spiritual and intellectual qualities in individuals (Калашнікова & Юаньвень, 2021). 7. Social Interaction: Music plays a role in human behavior (Ningrum et al., 2021) and social interaction (Cipta & Gunara, 2020). Music can bind communities or groups, form group identities, or become a topic of conversation and shared activities.

### *Work Comfort*

Work comfort is a primary condition for creating a satisfying work atmosphere for employees and improving their quality of work life (Mukhtar et al., 2023). Work comfort is particularly influenced by individual physical conditions, the work environment, the type of activity, as well as the duration and frequency of rest periods during work activities (Stull, 1998). Describing comfort presents a challenge in defining the concept, and historical interpretations of comfort have evolved over time. Various authors offer different perspectives on comfort, leading to the absence of a single universally accepted definition (Tutton & Seers, 2003).

The concept of work comfort is supported by theories emphasizing the interplay between environmental and individual factors in shaping well-being at work. Herzberg, (1959) Two-Factor Theory identifies workplace comfort as a hygiene factor, essential for preventing dissatisfaction but not necessarily increasing motivation, highlighting the importance of a conducive environment for employee satisfaction. Similarly, the Demand-Control Model by Karasek, (1979) asserts that work comfort is influenced by the balance between job demands and the autonomy employees have in their roles. When a supportive environment minimizes physical and mental stressors while providing adequate control over tasks, employees experience greater comfort and satisfaction. These theories collectively underline that work comfort is not merely the absence of discomfort but involves actively fostering a supportive and balanced work environment.

Work comfort creates a comfortable and safe atmosphere for on-site employees. It involves both physical and psychological factors, such as space design, noise levels, and interaction among employees. Good comfort enhances well-being, productivity, and job satisfaction, as well as influences motivation and work quality. This is crucial in human resource management within organizations. Work comfort can be measured through three main indicators (Mangkunegara, 2013), which have been developed into five indicators: work relationships among colleagues, the level of salary received, and the work environment conditions. The work relationship indicator encompasses aspects such as team cooperation, effective communication, and support among colleagues.

### ***Work Motivation***

Work motivation is the drive given to employees to perform their duties (Sari et al., 2021). Individuals with strong motivation will consistently maintain the quality and performance of their work. The ability to initiate tasks effectively and sustain high performance levels indicates a high degree of motivation in an employee (Efendi, 2022). Work motivation relates to the strength or drive present within each individual (Ajabar, 2020).



Work motivation is underpinned by several theories that explore the psychological and situational factors driving employee performance. Maslow's Hierarchy of Needs Maslow & Lewis, (1987) suggests that motivation arises from fulfilling a series of hierarchical needs, starting from basic physiological requirements to self-actualization, where individuals strive to achieve their full potential. In the workplace, this theory implies that motivation is enhanced when organizations address employees' diverse needs. Similarly, Self-Determination Theory (Ryan & Deci, 2000) emphasizes the importance of intrinsic motivation, where individuals are driven by internal satisfaction derived from autonomy, competence, and relatedness. Both theories highlight that motivation is not solely extrinsic but is deeply tied to personal fulfillment and workplace conditions that foster psychological engagement. Together, these perspectives underscore that sustainable work motivation requires a holistic approach addressing both external incentives and internal psychological drivers.

Work motivation drives individuals to seek, initiate, and sustain behaviors related to their work. It involves psychological, emotional, and social factors that spur individuals to achieve goals, feel satisfied, and maintain high productivity. The principles and indicators of work motivation in this study use eight indicators from Mangkunegara, (2013): dedication to tasks with utmost ability, proactive planning for future contingencies, setting ambitious and achievable goals, maintaining consistency in producing high-quality work and staying focused on assigned objectives, actively pursuing progress, demonstrating integrity in all work facets, collaborating effectively with colleagues to achieve common goals, and efficiently managing time to ensure timely task completion.

### *Job Satisfaction*

31  
Job satisfaction is the level of contentment an individual feels towards their job, encompassing satisfaction with rewards, work conditions, as well as perceptions of the work environment and psychological factors (Tangkilisan, 2005). Job satisfaction is the condition in which a person feels satisfied with their work environment, the tasks they perform, interpersonal relationships, and other job-related matters. Job satisfaction influences employee motivation, performance, and retention. Satisfied employees tend to perform better and remain with the company, reducing recruitment

costs and enhancing productivity and team collaboration. This creates an overall positive and productive work environment (Rahmawati et al., 2020).

Job satisfaction is supported by several prominent theories that emphasize its multifaceted nature and impact on workplace outcomes. Two-Factor Theory (Herzberg, 1959) identifies job satisfaction as stemming from intrinsic motivators (e.g., recognition, achievement, responsibility) and the absence of extrinsic dissatisfiers (e.g., poor working conditions, inadequate pay). This theory suggests that addressing both motivators and hygiene factors is essential for fostering satisfaction. Complementing this, Range of Affect Theory (Locke, 1976) posits that job satisfaction depends on the degree to which job outcomes align with or exceed employees' expectations and values. When employees perceive their work environment as fulfilling their personal and professional goals, their satisfaction increases, leading to improved performance and commitment. Together, these theories underscore that job satisfaction arises from a combination of fulfilling intrinsic needs and providing favorable external conditions, which can significantly enhance <sup>41</sup>employee well-being and organizational success.

Job satisfaction is commonly evaluated using the Job Descriptive Index (JDI) model (Schriesheim & Neider, 2001), a tool that assesses job satisfaction across five key dimensions: Payment, which examines satisfaction with salary and financial rewards; Promotion, encompassing perceptions of career advancement opportunities; Supervision, evaluating satisfaction with the quality of managerial oversight; Coworkers, assessing relationships and collaboration with colleagues; and The Work Itself, measuring satisfaction with job tasks, skill alignment, and intrinsic job aspects. These dimensions collectively offer a comprehensive view of employee job satisfaction within their work environment (Baribin & Saputri, 2020; Nelfan & Setiawati, 2014; Pranitasari, 2020).

### *Performance*

Performance refers to individual behavior in carrying out work (La Ode Amaluddin, 2021). According to Landy & Farr, (1983), performance encompasses diverse behaviors. Achieving good performance requires a continuous management process, as described by Baird, (1986), who noted that performance management is an

ongoing process aimed at achieving desired results. Cascio, (1995) defines performance as the accomplishment of assigned tasks by employees, including results and individual behaviors such as target achievement, productivity, quality, timeliness, adherence to standards, and contribution to objectives. It involves both quantitative and qualitative dimensions, as well as responsiveness to changes and flexibility in tasks.

Performance is grounded in theories that highlight its behavioral and results-oriented dimensions. Campbell, (1993) Model of Job Performance (1990) emphasizes that performance is multifaceted, encompassing task proficiency, contextual behaviors, and adaptability. This model suggests that performance is influenced by individual factors such as knowledge, skills, and motivation, as well as organizational support. Similarly, Landy & Farr's, (1983) theory expands on the behavioral aspects of performance, categorizing it into task-related activities and broader organizational contributions. Both theories align in recognizing that performance is not merely about achieving results but also involves behaviors that support organizational goals and respond to dynamic work environments. Together, these perspectives provide a comprehensive understanding of performance as a blend of behaviors and outcomes influenced by personal attributes and external factors.

Noe et al., (2011) emphasize that the measurement of employee performance encompasses various dimensions, which include but are not limited to knowledge, communication, judgment, managerial ability, work quality, teamwork, interpersonal skills, initiative, creativity, and problem-solving. These dimensions collectively provide a comprehensive framework for assessing and understanding the multifaceted aspects of employee performance in organizational contexts.

## METHODS

### *Study Design*

This study is descriptive-exploratory or cross-sectional descriptive, using exploratory descriptive plots between variables (Novotny et al., 2020) to provide an accurate and valid representation of relevant variables in the research question (Merrill, 2021). The research type is observational non-experimental correlational.

Through hypothesis testing, this research is explanatory based on the nature of the analysis (Triningtyas, 2017). The variables tested in this study include the music accompaniment variable (X), comfort variable (Y1), work motivation variable (Y2), job satisfaction variable (Y3), and performance variable (Z).

### *Research Site and Population*

The research was conducted at Super Indo Mojokerto Supermarket, PT Lion Super Indo DC Mojokerto, located at Jl. Bhayangkara 33-35, Sentanan Village, Magersari District, Mojokerto City, East Java. The population consists of 92 employees, and this study uses total sampling. The use of total sampling is justified in this case as it allows for a complete examination of the target group, which is relatively small and manageable in size. This approach ensures that every individual within the population is considered, reducing the potential for sampling bias. However, while this method increases internal validity and allows for detailed analysis of the specific group, it may limit the ability to generalize findings to larger populations or different settings. As such, the results of this study should be interpreted with caution when applied to other supermarkets or regions beyond Mojokerto, given that the sample is not randomly selected.

### *Data Collection*

Data collection was conducted using questionnaires, wherein a set of questions or written statements were provided to respondents for their answers (Idrus, 2021). The use of validated scales enhances the reliability of the findings, although it is important to acknowledge that the lack of a pre-study trial may limit the opportunity to identify and address potential issues with the measurement tools in this specific context. The absence of a trial run means that the researchers relied on theoretical and empirical evidence of the scales' validity from previous studies.

### *Data Analysis*

Data analysis was assisted by SmartPLS software version 3.3.3. Structural equation modeling (SEM) based on variants was used for simultaneous measurement model testing and structural model testing (Nelwan et al., 2021). The measurement model was used to test validity and reliability, while the structural model was used

for causality testing. The study utilized Partial Least Squares (PLS) analysis, carried out through several stages (Dewi et al., 2021).

The significance of the hypotheses was determined by comparing T-table values and T-statistic values. If the T-statistic is higher than the T-table value, the hypothesis is supported or accepted. For a 95% confidence level (95% alpha), the T-table value for a one-tailed hypothesis is >1.68023. PLS analysis was conducted using the SmartPLS program version 3.3.3.

This study has several methodological limitations, including the small sample size of 92 employees and its focus on a single location, Super Indo Mojokerto Supermarket. The small sample size limits statistical power, potentially reducing the ability to detect subtle effects or relationships between variables. Additionally, the focus on one location introduces location-specific biases, which may affect the generalizability of the findings to other supermarkets or organizations in different regions or industries. To address these limitations, future research could include a larger and more diverse sample from multiple locations, enhancing the generalizability of the results. Expanding the scope to different regions or industries would provide a more comprehensive understanding of the variables under study. Furthermore, employing a longitudinal design or experimental approach could strengthen the findings by offering insights into causal relationships, thus improving the validity and applicability of the conclusions.

## RESULTS

The evaluation results of the reliability and validity of the variables show that Music Accompaniment, Work Comfort, Work Motivation, and Job Satisfaction possess high reliability and sufficient validity in measuring the constructs being researched. Music Accompaniment stands out with high reliability and good validity (AVE = 0.697). Work Comfort exhibits very high reliability and strong validity (AVE = 0.897), while Work Motivation shows high reliability with sufficient validity (AVE = 0.693). Job Satisfaction also has good reliability with adequate validity (AVE = 0.699). Although Performance demonstrates decent reliability, its validity is relatively lower (AVE = 0.48) compared to the other variables. Following are the test results for Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE):

This is an open access article under CC-BY-SA license.





Table 1 Results of Cronbach's Alpha, Composite Reliability and average variance extracted (AVE) tests

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Accompanying Music	0.925	0.934	0.941	0.697
Work Comfort	0.971	0.972	0.978	0.897
Work Motivation	0.937	0.94	0.947	0.693
Job Satisfaction	0.894	0.913	0.92	0.699
Performance	0.885	0.943	0.771	0.48

Source: results study processed, 2024

The path coefficient test reveals a significant connection between Music Accompaniment and Work Comfort (0.638), indicating a strong impact on Work Comfort. Additionally, Music Accompaniment shows a positive connection with Job Satisfaction (0.443) and Work Motivation (0.273), although relatively lower compared to its connection with Work Comfort. This demonstrates the positive influence of Music Accompaniment on job satisfaction and work motivation.

Table 2 Path coefficient test results

	Work Comfort	Job Satisfaction	Work Motivation
Accompanying Music	0.638	0.443	0.273

Source: results study processed, 2024

The goodness of fit test on the model analyzing the influence of Music Accompaniment on performance, mediated by Work Comfort, Satisfaction, and Motivation, shows a good fit with the data. The Performance variable has the highest R-square at 60.2%, explaining the majority of variations. Work Comfort explains 40.7% of the variation. Although Satisfaction and Work Motivation explain relatively less at 19.6% and 7.5% respectively, their contributions underscore the importance of these variables in the context of Music Accompaniment's influence on performance. The adjusted R-square accounts for the model's complexity effectively.

Table 3 Goodness of fit test results

Variable	R-square value	Adjusted R-square value
Work Comfort	0.407	0.4
Job Satisfaction	0.196	0.187
Performance	0.602	0.588
Work Motivation	0.075	0.064

Source: results study processed, 2024

As for the results calculation mark *Q-Square* is as following:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R21) \times (1 - R22) \times (1 - R23) \times (1 - R24)] \\
 &= 1 - [(1 - 0.407) \times (1 - 0.196) \times (1 - 0.602) \times (1 - 0.075)] \\
 &= 1 - (0.593) \times (0.804) \times (0.398) \times (0.925) \\
 &= 1 - 0.022 \\
 &= 0.978
 \end{aligned}$$

From the calculations above, the *Q-Square* obtained is 0.978, indicating that the model explains a substantial amount of data variability, approximately 97.8%. The remaining 2.2% is attributed to factors outside of this model.

Table 4 T-Statistics and P-Values Test Results

Hypothesis	Influence	T-Statistics	P-Values	Results
H1	Accompanying Music -> Work Comfort	5,850	0,000	accepted
H2	Accompanying Music -> Job Satisfaction	4,283	0,000	accepted
H3	Accompanying Music -> Work Motivation	2,274	0.023	accepted
H4	Accompanying Music -> Work Comfort -> Performance	1,133	0.003	accepted
H5	Accompanying Music -> Job Satisfaction -> Performance	1,055	0.003	accepted
H6	Accompanying Music -> Work Motivation -> Performance	1,170	0.002	accepted

Source: results study processed, 2024

The results of this study align with previous research on the positive impact of music accompaniment on work-related variables, such as work comfort, job satisfaction, and work motivation (Korczyński et al., 2013; Sweller, 1988). Music accompaniment has a significant and strong effect on work comfort (0.638) and moderate effects on job satisfaction (0.443) and work motivation (0.273), which supports prior studies suggesting that music can positively influence work environment factors (Berlyne, 1971). These findings are particularly relevant as they demonstrate that music not only enhances work comfort but also promotes greater job satisfaction and motivation, leading to better performance outcomes. Despite statistical significance, it is important to consider the effect sizes; for example, the path coefficient between music accompaniment and work comfort (0.638) indicates a strong practical impact, whereas its influence on work motivation (0.273) is more modest. The R-square values confirm that performance is most influenced by work comfort (60.2%),

underlining its central role in the model. However, the relatively lower R-squares for work motivation (7.5%) and job satisfaction (19.6%) suggest that while these variables contribute, their impact is less pronounced. The Q-Square value of 0.978 further supports the model's strong explanatory power, with 97.8% of data variability accounted for, emphasizing the robustness of the relationships explored. These findings have practical implications, suggesting that integrating music accompaniment in the workplace can significantly improve employee experience, particularly in terms of comfort, with potential for enhancing satisfaction and motivation, though the effects on performance might require additional exploration.

## DISCUSSION

### *Accompanying Music has a significant influence on Work Comfort.*

The study highlights the impact of music accompaniment on the work environment, demonstrating its effect on Work Comfort. Music provides a supportive background that varies in effectiveness, but its influence is not consistent across all situations. Context and the type of task play crucial roles in determining its effects. The definition of Work Comfort is complex, encompassing physical, psychological, and work condition aspects.

Supporting theories suggest that music accompaniment positively influences individuals' perceptions of comfort (Umemura & Honda, 1998) and significantly reduces anxiety, fear, fatigue, and promotes relaxation (Ferrer, 2007). The impact of music accompaniment on Work Comfort is bolstered by theories indicating that it positively affects individuals' comfort perceptions (Umemura & Honda, 1998) and effectively reduces anxiety, fear, fatigue, while enhancing relaxation (Ferrer, 2007). Listening to or playing music accompaniment fosters comfort and enhances self-confidence in musical expression.

Research by Ramadhani, (2018); Setiyanto, (2011) asserts that music has a significant impact on Work Comfort. However, in more complex tasks requiring high focus, opinions such as those from Sandhi & Rahardjo, (2013) suggest that music may have a notably positive impact on simple, monotonous, and routine tasks but could potentially be detrimental in tasks requiring intense concentration.

### *Accompanying Music significantly influences Work Satisfaction.*

Music contributes to creating a work environment and overall satisfaction. The role of music in both musical and non-musical settings illustrated how it is used in the workplace. Directly integrated accompanying music enhances productivity, while incidental use serves as a supportive tool. Music also acts as a significant mediator in influencing employee performance, reducing stress, boosting team spirit, and providing psychological encouragement.

Previous studies, such as Andani & Eva, (2021), affirm that music accompaniment at work significantly impacts job satisfaction. Quible, (2001) suggests that the presence of music in office environments enhances satisfaction levels and work productivity. Music also helps in reducing mental and physical fatigue, as well as lowering nervous tension levels. The presence of accompanying music in workplaces has been shown to positively affect work satisfaction and productivity, as supported by theories and studies in psychology and management.

Supporting theories on the influence of music accompaniment on work satisfaction draw from various fields including psychology, management, and behavioral sciences. These theories highlight that music can influence emotional atmosphere, individual motivations (Koelsch, 2014; Lu, 2004; Santoso & Dutono, 2023), and serve as a tool for stress reduction, fostering a pleasant work environment, and enhancing team spirit, garnering attention from numerous studies.

### *Accompanying Music significantly influences Motivation.*

46  
Research on the influence of music accompaniment on work motivation  
52  
underscores the central role of music in the workplace environment. Music affects emotional responses, physiological changes, concentration levels, and social interactions, triggering brain responses that enhance productivity through elements such as melody, harmony, and rhythm.

Supporting theories suggest that music accompaniment positively influences individual perceptions of comfort (Umemura & Honda, 1998), significantly reducing anxiety, fear, fatigue, and promoting relaxation (Ferrer, 2007). The impact of music accompaniment on work motivation is bolstered by theories indicating its positive

effects on comfort perception and emotional states (Ferrer, 2007; Umemura & Honda, 1998).

Previous studies consistently affirm that music accompaniment positively impacts work motivation. Findings from various researchers, including (Karageorghis & Priest, 2012; Koelsch, 2014; Santoso & Dutono, 2023; Terry et al., 2012) indicate that music accompaniment can stimulate enthusiasm, influence task imagery, and enhance performance in work environments. Thus, understanding the contextual role of music in work motivation, including factors such as music type, integration into work routines, and specific work goals, is crucial for creating a productive and motivating work environment.

Research by Ramadhani, (2018) and Setiyanto, (2011) supports the significant influence of music on work comfort. In certain case Sandhi & Rahardjo, (2013), it is noted that music has a positive impact on simple, monotonous, and routine tasks. However, in more complex tasks that require high focus, the influence of music can sometimes be negative.

*Accompanying Music influences Performance indirectly through the mediated variable of Work Comfort.*

This study emphasizes the impact of music accompaniment on performance, mediated by comfort at work. Theoretical perspectives suggest that music creates a comfortable experience and enhances self-confidence in musical tasks. Umemura & Honda, (1998) argue that music plays a role in influencing individual perceptions of comfort, while (Ferrer, 2007) notes that music can reduce anxiety, fear, fatigue, and promote relaxation.

The underlying theory of how music accompaniment influences comfort at work suggests that music can create a more enjoyable environment, support individual musical expression, and enhance self-confidence. This is based on the idea that music accompaniment provides a supportive background for individuals to express themselves musically in the workplace or musical activities, thereby creating a more comfortable atmosphere and fostering self-confidence in task execution.



Research finding by Ramadhani, (2018) and Setiyanto, (2011), and perspectives articulated by Sandhi & Rahardjo, (2013) demonstrate that music influences comfort at work. While music has a positive impact on simpler tasks, its influence on more complex tasks can sometimes be negative. It is important to consider specific contexts when using music in the work environment, as its effects vary depending on the complexity of the task.

*Accompanying Music influences Performance indirectly through the mediated variable of Work Motivation.*

Research on the impact of music accompaniment on performance, mediated by motivation at work, demonstrates that music accompaniment significantly influences comfort, motivation, and work satisfaction. Strong theoretical support for this includes the emphasis on the role of music accompaniment in enhancing focus during tasks, findings from previous reports on the benefits of music in repetitive task contexts, and the understanding of music as a stimulus in tasks requiring high concentration.

Supporting theories regarding the indirect influence of music accompaniment on performance, mediated by comfort at work, suggest that music can influence emotional states and overall work atmosphere (Koelsch, 2014). According to these theories, a positive emotional atmosphere influenced by music accompaniment tends to increase individual comfort at work (Andani & Eva, 2021). With a more comfortable work environment, it is expected that employee performance will improve because individuals feel more positive about carrying out their tasks (Karageorghis & Priest, 2012; Quible, 2001). Psychological theories have shown that music affects emotional states (Koelsch, 2014), while studies Andani & Eva, (2021); Quible, (2001) confirm the impact of music on work comfort.

Accompanying music influences psychological and behavioral variables that mediate performance, illustrating the complex relationship between music, work motivation, and on-site work performance. Studies confirm that music affects performance through work motivation, underscoring the importance of understanding individual internal motivational factors and how music can influence them.

*Accompanying Music influences Performance indirectly through the mediated variable of Job Satisfaction.*

14  
Research on the impact of music accompaniment on performance, mediated by satisfaction at work, demonstrates theoretical support for the role of music accompaniment in the work environment in influencing performance through satisfaction. The use of music in work situations can be understood through its role in drama, where music accompaniment can be integrated directly or incidentally. Accompanying music has a significant impact on emotional, physical, and behavioral variables that form the basis of work satisfaction.

There is no direct connection between music accompaniment in the work environment and work satisfaction; instead, its effect on performance is mediated through satisfaction. Music influences variables like comfort, motivation, and satisfaction, which play crucial roles in creating a conducive atmosphere, regulating emotions, and enhancing individuals' concentration levels in the workplace. Work satisfaction, measured through the Job Descriptive Index (JDI) Model, plays a significant role in motivating and retaining employees, fostering a positive atmosphere, and ultimately improving overall performance.

The importance of the work satisfaction variable in linking the influence of music accompaniment to performance underscores its role as a crucial mediator in understanding how music accompaniment contributes to enhancing individual performance in the workplace. This also highlights the psychological and environmental work variables, such as work satisfaction, play pivotal roles in shaping employees' perceptions and performance levels on-site.

Some hypotheses show weaker relationships between music and work motivation due to factors such as task type and individual preferences. Music is more effective for simple and repetitive tasks, where it can reduce monotony and enhance motivation. However, for complex tasks requiring high concentration, music can become a distraction and decrease focus (Sandhi & Rahardjo, 2013). Additionally, personal preferences for music, comfort with background sounds, and personality differences, such as introversion, also influence the extent to which music can enhance

work **motivation**. Therefore, while music has an impact on comfort and job satisfaction, its effect on work motivation varies depending on the task context and individual characteristics.

**33** The findings of this study have important implications for organizational practices and employee well-being. The positive influence of music accompaniment on work comfort, job satisfaction, and work motivation suggests that integrating music into the workplace could enhance the overall work environment, reduce stress, and improve employee morale. Organizations can use music strategically to create a supportive atmosphere, particularly in settings where tasks are repetitive or monotonous, fostering a more engaged and motivated workforce. However, the varying effects of music on complex tasks highlight the need for a nuanced approach, where the type of work, employee preferences, and task demands are considered when implementing music in the workplace. By understanding the contextual factors that influence music's effectiveness, organizations can optimize employee performance and well-being, leading to higher productivity, job satisfaction, and retention.

## CONCLUSIONS

This conclusion emphasizes the significant impact of music accompaniment on comfort, satisfaction, motivation, and work performance. The implications are broad and encompass future research and unconventional inquiries into the use of music across various domains, including productivity, well-being, and creativity in the workplace.

Managerial recommendations underscore the importance of aligning music choices with work tasks and accommodating employee preferences to enhance satisfaction and productivity. Future research suggestions advocate for advancing our **30** understanding of the effects of music accompaniment in diverse work environments and focusing on specific variables that influence performance.

Limitations identified in the studies emphasize the need for deeper investigation into selecting appropriate music and implementing recommendations across different work environments.

## BIBLIOGRAPHY

- Ajabar. (2020). *Manajemen Sumber Daya Manusia*. Deepublish.
- Andani, L. N. A., & Eva, N. (2021). Pengaruh Musik Pengiring Kerja terhadap Produktivitas Kerja Karyawan Pabrik Raya Konveksi. *Flourishing Journal*, 1(2), 114–119.
- Anggreny, Y. (2012). Pengaruh terapi musik klasik terhadap respon fisiologis pada pasien yang mengalami kecemasan praoperatif ortopedi. *Jurnal Kesehatan Komunitas*, 1(4), 205–209.
- Baird, D. G. (1986). The uneasy case for corporate reorganizations. *The Journal of Legal Studies*, 15(1), 127–147.
- Baribin, D. P., & Saputri, C. B. (2020). Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Motivasi Kerja Serta Dampaknya Terhadap Kepuasan Kerja Karyawan. *JRMSI-Jurnal Riset Manajemen Sains Indonesia*, 11(1), 46–61.
- Berger, H. M., & Stone, R. M. (2019). *Theory for ethnomusicology : histories, conversations, insights*. Routledge.
- Berlyne, D. E. (1971). *Aesthetics and Psychobiolo.*  
[https://books.google.com/books/about/Aesthetics\\_and\\_Psychobiology.html?hl=id&id=o5TWAAAAMAAJ](https://books.google.com/books/about/Aesthetics_and_Psychobiology.html?hl=id&id=o5TWAAAAMAAJ)
- Braswell, C., Decuir, A., & Jacobs, K. (1989). Job satisfaction among music therapists. *Journal of Music Therapy*, 26 1(1), 2–17. <https://doi.org/10.1093/JMT/26.1.2>
- Campbell, J. P. (1993). A theory of performance. *Personnel Selection in Organizations/Jossey-Bass*.
- Carrasco, A. M. V. (2023). Music to combat stress during the pandemic: brief theoretical review. *MOJ Gerontology & Geriatrics*, 8(1), 1–4. <https://doi.org/10.15406/MOJGG.2022.07.00300>
- Cascio, W. F. (1995). Whither industrial and organizational psychology in a changing world of work? *American Psychologist*, 50(11), 928.
- Cervellin, G., & Lippi, G. (2011). [A journey with Euterpe. Sinfonia concertante for music, heart and brain]. *Recenti Progressi in Medicina*, 102 9, 352–358. <https://doi.org/10.1701/948.10377>
- Cipta, F., & Gunara, S. (2020). Sirojul Ummah: Music in Social Interaction. *Harmonia: Journal of Arts Research and Education*, 20(2), 153–160. <https://doi.org/10.15294/HARMONIA.V20I2.21456>
- Clements-Cortes, A. (2011). The effect of live music vs. taped music on pain and comfort in palliative care. *Korean Journal of Music Therapy*, 13(1), 105–121.
- Della Crociata, S., Simone, A., & Martellotta, F. (2013). Acoustic comfort evaluation for hypermarket workers. *Building and Environment*, 59, 369–378. <https://doi.org/10.1016/J.BUILDENV.2012.09.002>

- Dewi, L. K. C., SE, M. M., Wardana, I. M., SE, M. P., Yasa, N. N. K., SE, M. S., Sukaatmadja, I. P. G., & SE, M. P. (2021). *Entrepreneurial Marketing, Customer Relationship Marketing, Inovasi Produk, dan Daya Saing UKM: Konsep dan Aplikasi dalam Penelitian*. Media Sains Indonesia.
- Djohan. (2006). *Terapi musik: teori dan aplikasi*. Galangpress.
- Edmondson, J. (2013). *Music in American Life [4 volumes]: An Encyclopedia of the Songs, Styles, Stars, and Stories That Shaped Our Culture [4 volumes]*. Bloomsbury Publishing USA.
- Efendi, S. (2022). *Manajemen Kepemimpinan Pendidikan Tinggi*. Samudra Biru.
- Ferrer, A. J. (2007). The effect of live music on decreasing anxiety in patients undergoing chemotherapy treatment. *Journal of Music Therapy*, 44(3), 242–255.
- Freely, J. D. S. (2022). *TOXIC POSITIVITY FROM SOCIAL MEDIA*. Stiletto Book.
- Hallam, S. (2018). *Psychology of Music*. Taylor & Francis.
- Hallam, S., & Himonides, E. (2022). *The power of music: An exploration of the evidence*. Open Book Publishers.
- Herzberg, F. (1959). Herzberg's motivation-hygiene theory (two factor theory). *Arab British Academy for Higher Education: London, UK*, 1–2.
- Hul, M. K., Dube, L., & Chebat, J. C. (1997). The impact of music on consumers' reactions to waiting for services. *Journal of Retailing*, 73(1), 87–104. [https://doi.org/10.1016/S0022-4359\(97\)90016-6](https://doi.org/10.1016/S0022-4359(97)90016-6)
- Idrus, S. (2021). *Menulis Skripsi Sama Gampangnya Membuat Pisang Goreng: Penting Ada Niat & Kemauan*. CV Literasi Nusantara Abadi.
- Irawan, D. A., Marsharina, H., & Evasari, J. (2020). Employee Performance: The Effect of Work Motivation, Work Discipline, and Job Satisfaction at one of music companies in Indonesia. *Journal of Research in Business, Economics, and Education*, 2(4), 710–719.
- Jakubowski, K., Belfi, A. M., Kvavilashvili, L., Ely, A., Gill, M., & Herbert, G. (2023). Comparing music- and food-evoked autobiographical memories in young and older adults: A diary study. *British Journal of Psychology*, 114(3), 580–604. <https://doi.org/10.1111/BJOP.12639>
- Janson, S. (2023). *Teamwork Psychology Development: Employee motivation, project & personnel management to joint success, perfect leader-communication, argue & solve conflicts, achieve common goals*. Best of HR – Berufebilder.de®. <https://books.google.co.id/books?id=2P7oDwAAQBAJ>
- Karageorghis, C. I., & Priest, D. L. (2012). Music in the exercise domain: a review and synthesis (Part I). *International Review of Sport and Exercise Psychology*, 5(1), 44–66. <https://doi.org/10.1080/1750984X.2011.631026>



- Karasek, R. A. (1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. *Administrative Science Quarterly*, 24(2), 285. <https://doi.org/10.2307/2392498>
- Kayang, U. (2019). *Keping-Keping Kota*. Basabasi. <https://books.google.co.id/books?id=JVeVdWAAQBAJ>
- Koelsch, S. (2014). Brain correlates of music-evoked emotions. *Nature Reviews Neuroscience*, 15(3), 170–180. <https://doi.org/10.1038/NRN3666>
- Korczynski, M., Pickering, M., & Robertson, E. (2013). *Rhythms of labour: Music at work in Britain*. Cambridge University Press.
- Kuhlke, O., Schramme, A., & Kooyman, R. (2015). *Creating cultural capital: cultural entrepreneurship in theory, pedagogy and practice*. Eburon Uitgeverij BV.
- La Ode Amaluddin, S. P. (2021). *Kinerja Guru Profesional Konsep dan Penerapannya*. AMERTA MEDIA.
- Landy, F. J., & Farr, J. L. (1983). The measurement of work performance: Methods, theory, and applications. (No Title).
- Lathom-Radocy, W. B. (2014). *Pediatric music therapy*. Charles C Thomas Publisher.
- Lehmberg, L. J., & Fung, C. V. (2023). *Music, Senior Centers, and Quality of Life*. Cambridge University Press.
- Lisa, S. N., & DwiYanti, E. (2022). Literature Study of Work Accompaniment Music Effect on Employee Productivity in Several Companies. *Journal of Public Health Research and Community Health Development*, 5 (2), 73-79. <https://doi.org/10.20473/jphrecode.V5i2.26528>
- Locke, E. (1976). The Nature and Causes of Job Satisfaction. *The Handbook of Industrial and Organizational Psychology*, 31.
- London, J. M. (2001). Some theories of emotion in music and their implications for research in music psychology. *Musicae Scientiae*, 5(1\_suppl), 23–36. <https://doi.org/10.1177/10298649020050S102>
- Lu, G. (2004). The feature of music emotion. *Journal of Jilin College of the Arts*. <https://doi.org/>
- Magnini, V. P., & Parker, E. E. (2009). The psychological effects of music: Implications for hotel firms. *Journal of Vacation Marketing*, 15(1), 53–62.
- Mangkunegara, A. A. A. P. (2013). *Manajemen sumber daya manusia perusahaan*. PT. Remaja Rosdakarya.
- Mao, N. (2022). The Role of Music Therapy in the Emotional Regulation and Psychological Stress Relief of Employees in the Workplace. *Journal of Healthcare Engineering*, 2022. <https://doi.org/10.1155/2022/4260904>
- Maslow, A., & Lewis, K. J. (1987). Maslow's hierarchy of needs. *Salenger Incorporated*, 14(17), 987–990.

- Merrill, R. M. (2021). *Principles and Applications of Biostatistics*. Jones & Bartlett Learning.
- Meyer, M. (2019). The Power of Music: Can Music at Work Help to Create more Ethical Organizations? *Humanistic Management Journal*, 4(1), 95–99.
- Mukhtar, H., Yamin, H. M., & Firman, H. (2023). *Kepuasan Kerja Guru: Proses Manajemen Suatu Organisasi*. PT Salim Media Indonesia.
- Nations, S., & Boyett, S. (2002). *So much stuff, so little space: Creating and managing the learner-centered classroom*. Maupin House Publishing, Inc.
- Nelfan, D., & Setiawati, M. (2014). Analisis pengaruh lingkungan kerja, kepemimpinan, dan motivasi terhadap kepuasan kerja karyawan food and beverage "X" hotel Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 2(1), 127–145.
- Nelwan, J. Z. C., Yasa, N. N. K., Sukaatmadja, I. P. G., & Ekawati, N. W. (2021). *Layanan Internet Banking dan Mobile Banking di Bank KB Bukopin*. Media Sains Indonesia.
- Ningrum, F. S., Safrina, R., & Sumadi, T. (2021). Peran Pembelajaran Musik melalui Project Based Learning terhadap Perilaku Sosial Anak Usia 5-6 Tahun. *Jurnal Obsesi: Jurnal Pendidikan Anak Usia Dini*, 6(2), 704–718.
- Noe, R. A., Hollenbeck, J. R., & Barry Gerhart, P. M. W. (2011). *Manajemen Sumber Daya Manusia: Mencapai Keunggulan Bersaing*, Buku 1.
- Novotny, A., Rasmussen, E., Clausen, T. H., & Wiklund, J. (2020). *Research Handbook on Start-Up Incubation Ecosystems*. Edward Elgar Publishing.
- Oltheten, W. (2018). *Mixing with Impact : Learning to Make Musical Choices*. Routledge.
- Pohan, S. (2021). Pengaruh Musik Pengiring Kerja Terhadap Stres Kerja Pada Karyawan Supermarket di Kota Medan. *Repository.Uinsu.Ac.Id*.
- Powers, S. G. (2023). *How Broadway Works: Building and Running a Show, from the People Who Make It Happen*. Applause.  
<https://books.google.co.id/books?id=uBTWEAAQBAJ>
- Pranitasari, D. (2020). *Pengaruh Budaya Organisasi dan Lingkungan Kerja terhadap Motivasi Kerja serta Dampaknya terhadap Kepuasan Kerja Karyawan (S3)*.
- Quible, Z. K. (2001). *Administrative office management: an introduction*. Prentice Hall.
- Rahmawati, I., Sa'adah, L., & Chabib, M. N. (2020). *Karakteristik Individu dan Lingkungan Kerja serta Pengaruhnya terhadap Kepuasan Kerja Karyawan*. LPPM Universitas KH. A. Wahab Hasbullah.
- Ramadhani, H. P. (2018). *Efektivitas musik pengiring kerja dalam menurunkan tingkat kebosanan pekerja sortasi tembakau di KOPA Tarutama Nusantara Jember*.
- Rosyadi, M. H., & Rohmah, A. N. (2023). Analisis Semiotika Pesan Resiliensi pada Lirik Lagu "Secukupnya" Karya Hindia. *Jurnal Riset Mahasiswa Dakwah Dan Komunikasi*, 5(1), 62–74.

- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.
- Sandhi, A. S., & Rahardjo, M. (2013). *Analisis Pengaruh Motivasi Kerja, Lingkungan Kerja, dan Stres Kerja Terhadap Kinerja Karyawan (Studi pada RSUD Puri Asih Salatiga)*. Universitas Diponegoro.
- Santoso, T. B., & Dutono, T. (2023). Instrumental Music Emotion Recognition with MFCC and KNN Algorithm. *Indonesian Journal of Computer Science*, 12(1). <https://doi.org/10.33022/IJCS.V12I1.3152>
- Sari, A. A. I. K., Putra, I. B. U., & Amerta, I. M. S. (2021). *Anteseden Kinerja Pegawai*. SCOPINDO MEDIA PUSTAKA.
- Schriesheim, C. A., & Neider, L. L. (2001). *Equivalence in measurement: Equivalence-in-measurement*. IAP.
- Setiyanto, H. (2011). *Study Identifikasi Pengaruh Jenis Musik Terhadap Produktivitas Kerja*.
- Shibuya, Y., Yanagisawa, K., & Kajimura, S. (2023). Effects of Adaptive Sound Level Changes of Background Music on Cognitive Tasks. *2022 IEEE 11th Global Conference on Consumer Electronics (GCCE)*, 439–443. <https://doi.org/10.1109/GCCE56475.2022.10014263>
- Stone, W. F. (1897). *Richard Wagner and the Style of the Music Drama* (Issue v. 1). William Clowes and Sons.
- Stull, J. O. (1998). *PPE Made Easy: A Comprehensive Checklist Approach to Selecting and Using Personal Protective Equipment*. Government Institutes.
- Sweller, J. (1988). Cognitive load during problem solving: Effects on learning. *Cognitive Science*, 12(2), 257–285. [https://doi.org/10.1016/0364-0213\(88\)90023-7](https://doi.org/10.1016/0364-0213(88)90023-7)
- Tangkilisan, H. N. S. (2005). *Manajemen publik*. Gramedia Widiasarana Indonesia. <https://books.google.co.id/books?id=kWGVXrjpcjQC>
- Terry, P. C., Karageorghis, C. I., Saha, A. M., & D'Auria, S. (2012). Effects of synchronous music on treadmill running among elite triathletes. *Journal of Science and Medicine in Sport*, 15 1(1), 52–57. <https://doi.org/10.1016/J.JSAMS.2011.06.003>
- Triningtyas, D. A. S. P. M. P. (2017). *SURVEY PERMASALAHAN BIMBINGAN DAN KONSELING*. CV. AE MEDIA GRAFIKA.
- Tutton, E., & Seers, K. (2003). An exploration of the concept of comfort. *Journal of Clinical Nursing*, 12(5), 689–696. <https://doi.org/10.1046/J.1365-2702.2003.00775.X>
- Umamura, M., & Honda, K. (1998). Influence of Music on Heart Rate variability and Comfort—a Consideration through Comparison of Music and Noise. *Journal of Human Ergology*, 27(1–2), 30–38.

- Umuzdaş, S. (2020). The Relationship Between Music Teachers' Work Motivation and Job Satisfaction. *International Journal of Eurasian Education and Culture*, 5(9), 698–744.
- Västfjäll, D. (2001). Emotion induction through music: A review of the musical mood induction procedure. *Musicae Scientiae*, 5(1\_suppl), 173–211. <https://doi.org/10.1177/10298649020050S107>
- Vasudevan, V. (2014). *Influence of Organizational Role Stress on Career Satisfaction Among it Professionals*. GRIN Verlag.
- Vasudevan, V. (2015). *Do Organizational Stress Really Matters in Career Satisfaction?* diplom. de.
- Watkins, M. (2019). *Mutual accompaniment and the creation of the commons*. Yale University Press.
- Watkins, M., Lipsitz, G., & Bradshaw, G. A. (Gay A. ). (2019). *Mutual accompaniment and the creation of the commons*. Yale University Press.
- Калашнікова, Л. М., & Юаньвень, Л. (2021). ДУХОВНО-ІНТЕЛЕКТУАЛЬНА СКЛАДОВА ТВОРЧОГО САМОВИРАЖЕННЯ МАЙБУТНІХ МУЗИЧНОПЕДАГОГІЧНИХ ПРАЦІВНИКІВ. *Spiritual-Intellectual Upbringing and Teaching of Youth in the 21st Century*, 3, 223–225. <https://doi.org/10.34142//2708-4809.SIUTY.2021.53>

# 18%

SIMILARITY INDEX

### PRIMARY SOURCES

1	<a href="https://ojs.unik-kediri.ac.id">ojs.unik-kediri.ac.id</a> Internet	189 words — 3%
2	<a href="https://journal.uin-alauddin.ac.id">journal.uin-alauddin.ac.id</a> Internet	179 words — 3%
3	<a href="https://repository.ubaya.ac.id">repository.ubaya.ac.id</a> Internet	133 words — 2%
4	<a href="https://www.researchgate.net">www.researchgate.net</a> Internet	84 words — 1%
5	<a href="https://arl.ridwaninstitute.co.id">arl.ridwaninstitute.co.id</a> Internet	57 words — 1%
6	Hurriyati Ratih, Tjahjono Benny, GafarAbdullah Ade, Sulastri, Lisnawati. "Advances in Business, Management and Entrepreneurship", CRC Press, 2020 Publications	47 words — 1%
7	Dahlan Habba, Basri Modding, Muh. Jobhaar Bima, Jamaluddin Bijang, Hisnol Jamali. "The Effect of Leadership, Organisational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit", INA-Rxiv, 2017 Publications	25 words — < 1%
8	Heru Wibowo, Eddy Nurwati, Efendi Toha. "Influence Customer Experience, Customer Satisfaction, Brand Reputation, and Customer Loyalty to	19 words — < 1%



# Repurchase Intention At Hotel Mercure Jakarta Simatupang", Walter de Gruyter GmbH, 2024

Crossref

9	<a href="http://ejournal.unuja.ac.id">ejournal.unuja.ac.id</a> Internet	18 words — < 1%
10	<a href="http://archive.org">archive.org</a> Internet	16 words — < 1%
11	<a href="http://e-journal.stiekusumanegara.ac.id">e-journal.stiekusumanegara.ac.id</a> Internet	16 words — < 1%
12	<a href="http://ijnhs.net">ijnhs.net</a> Internet	16 words — < 1%
13	<a href="http://qlkh.humg.edu.vn">qlkh.humg.edu.vn</a> Internet	16 words — < 1%
14	<a href="http://vuir.vu.edu.au">vuir.vu.edu.au</a> Internet	16 words — < 1%
15	Husnil Hidayat, Alizar Hasan. "Analisis Pengaruh Kepemimpinan Visioner Terhadap Kepuasan Kerja dan Kinerja Pegawai dengan Iklim Kerja Sebagai Variabel Mediasi", Ekonika : Jurnal Ekonomi Universitas Kadiri, 2024 Crossref	15 words — < 1%
16	<a href="http://www.ijmra.in">www.ijmra.in</a> Internet	15 words — < 1%
17	<a href="http://ijmehd.com">ijmehd.com</a> Internet	13 words — < 1%
18	<a href="http://ojs.transpublika.com">ojs.transpublika.com</a> Internet	12 words — < 1%
19	<a href="http://ijerfa.afdifaljournal.com">ijerfa.afdifaljournal.com</a> Internet	11 words — < 1%

20	<a href="http://www.ijrte.org">www.ijrte.org</a> Internet	11 words — < 1%
21	Hyeon Jo, Eun-Mi Baek. "Impacts of noise-induced hearing loss on sleep, health, and workplace: Multi-group analysis", Heliyon, 2024 Crossref	10 words — < 1%
22	I Made Astawa, Luh Komang Candra Dewi, Sourtua Marbun. "Role of Competitive Advantage Mediates the Influence of Customer Relationship Marketing on Marketing Performance (Case Study at Rural Bank in Bali, Indonesia)", European Journal of Business and Management Research, 2023 Crossref	10 words — < 1%
23	Yixue Quan, Chi Yhun Lo, Lee Wolff, Jinyu Wang, Kirk N. Olsen, William Forde Thompson. "Cognitive benefits of music in aerobic exercise: Evidence from a Bayesian network meta-analysis in adults with mild cognitive impairment", Archives of Gerontology and Geriatrics, 2025 Crossref	10 words — < 1%
24	<a href="http://ajss.lgu.edu.pk">ajss.lgu.edu.pk</a> Internet	10 words — < 1%
25	<a href="http://e-space.mmu.ac.uk">e-space.mmu.ac.uk</a> Internet	10 words — < 1%
26	<a href="http://ijehss.com">ijehss.com</a> Internet	10 words — < 1%
27	<a href="http://link.springer.com">link.springer.com</a> Internet	10 words — < 1%
28	<a href="http://www.journalkeberlanjutan.com">www.journalkeberlanjutan.com</a> Internet	10 words — < 1%

---

29 Kayhan Tajeddini, Vanessa Ratten, Thorsten Merkle. "Tourism, Hospitality and Digital Transformation - Strategic Management Aspects", Routledge, 2019  
Publications 9 words — < 1%

---

30 pure.uva.nl  
Internet 9 words — < 1%

---

31 www.archives.palarch.nl  
Internet 9 words — < 1%

---

32 www.coursehero.com  
Internet 9 words — < 1%

---

33 www.icagh.org  
Internet 9 words — < 1%

---

34 www.srustimanagementreview.ac.in  
Internet 9 words — < 1%

---

35 Fco. Javier Lloréns Montes, Maria Del Mar Fuentes Fuentes, Luis Miguel Molina Fernández. "Quality management in banking services: An approach to employee and customer perceptions", Total Quality Management & Business Excellence, 2010  
Crossref 8 words — < 1%

---

36 Fernando Castellar, Rocco Cavaleri, Liila Taruffi, Steffen Alexander Herff. "Exploring the synergistic effectiveness of music and mental imagery to improve motor skill performance in sports: a systematic review", Open Science Framework, 2025  
Publications 8 words — < 1%

---

37 Mohammed Sani Ya'u, Mohammed Sadaa Mohammed. "AI-Assisted Writing and Academic Literacy: Investigating the Dual Impact of Language Models on Writing Proficiency and Ethical Concerns in Nigerian Higher 8 words — < 1%

38 Sofia Nuria Lisa, Endang Dwiyantri. "LITERATURE  
STUDY OF WORK ACCOMPANIMENT MUSIC EFFECT  
ON EMPLOYEE PRODUCTIVITY IN SEVERAL COMPANIES",  
Journal of Public Health Research and Community Health  
Development, 2022

Crossref

39 Zhongqiao Sun, Maochun Wu. "The Impact of  
Mobile-Based Music Education on Employee Well-  
Being and Digital Economic Benefits in Biotechnology Firms",  
Journal of Cases on Information Technology, 2025

Crossref

40 [artemis.cslab.ece.ntua.gr:8080](http://artemis.cslab.ece.ntua.gr:8080)

Internet

41 [dinastipub.org](http://dinastipub.org)

Internet

42 [ebin.pub](http://ebin.pub)

Internet

43 [ijal.khu.ac.ir](http://ijal.khu.ac.ir)

Internet

44 [media.neliti.com](http://media.neliti.com)

Internet

45 [uu.diva-portal.org](http://uu.diva-portal.org)

Internet

46 [www.hindawi.com](http://www.hindawi.com)

Internet

47 [www.idpublications.org](http://www.idpublications.org)

Internet

- 
- 48 [www.tandfonline.com](http://www.tandfonline.com) 8 words — < 1%  
Internet
- 
- 49 [www.unica.it](http://www.unica.it) 8 words — < 1%  
Internet
- 
- 50 Dieter Hackfort, Robert J. Schinke. "The Routledge International Encyclopedia of Sport and Exercise Psychology - Volume 2: Applied and Practical Measures", Routledge, 2020 7 words — < 1%  
Publications
- 
- 51 Katrina Skewes McFerran, Carol Barbara Lotter. "The Psychology of Music Listening for Health and Wellbeing Professionals", Springer Science and Business Media LLC, 2024 7 words — < 1%  
Crossref
- 
- 52 Clarence Bernard Henry. "Global Popular Music: A Research and Information Guide - Volume 2: Transnational Discourses of Global Popular Music Studies", Routledge, 2024 6 words — < 1%  
Publications
- 
- 53 Hao Yi Ho, Fung Ying Loo. "A theoretical paradigm proposal of music arousal and emotional valence interrelations with tempo, preference, familiarity, and presence of lyrics", New Ideas in Psychology, 2023 6 words — < 1%  
Crossref
- 
- 54 Jiri Kantor, Chava Wiess, Ayelet Dassa, Jiaoli Li et al. "Music Therapists' Job Satisfaction and Related Factors: A Cross-Sectional Survey in Five European Countries and Israel", Journal of Music Therapy, 2024 6 words — < 1%  
Crossref
- 
- 55 Ragil Putri Permatasari, Demsa Simbolon, Yunita Yunita. "Effect Of Training On Health Professionals' Accuracy In Calculating Bmi And Waist-Hip Ratio", Jurnal Kesehatan Manarang, 2024 6 words — < 1%



---

56 Sai Kiran Oruganti, Dimitrios A Karras, Srinesh Singh Thakur, Janapati Krishna Chaithanya, Sukanya Metta, Amit Lathigara. "Digital Transformation and Sustainability of Business", CRC Press, 2025

Publications

6 words — < 1%

---

57 Susan Hallam, Evangelos Himonides. "The Power of Music: an exploration of the evidence [PREPRINT]", Open Science Framework, 2021

Publications

6 words — < 1%

---

58 Wolfgang Gratzner, Nils Grosch, Ulrike Präger, Susanne Scheiblhofer. "The Routledge Handbook of Music and Migration - Theories and Methodologies", Routledge, 2023

Publications

6 words — < 1%

---

EXCLUDE QUOTES ON

EXCLUDE BIBLIOGRAPHY ON

EXCLUDE SOURCES

OFF

EXCLUDE MATCHES

OFF