

Harmonizing Workplace: Exploring the Effect of Music Consumption on Workplace Stress and Productivity

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Abstract:- Purpose: The objective of this paper is to evaluate the relationship between music consumption, workplace stress management, and productivity. Although previous studies indicated a significant relationship between music and stress management, literature signifies the need for additional research to further deepen our understanding of the relationship between music consumption, workplace stress management, and workplace productivity enhancement.

Design / Methodology / Approach: We investigated the music consumption experiences of 202 respondents using a questionnaire. Statistical tools of confirmatory factor analysis (CFA) and structural equation modeling (SEM) are used to study the hypothetical model.

Findings: Our findings confirm the significant predictive relationship of music consumption with workplace stress management, and thereby with workplace productivity. Further, we also found out that workplace stress management plays a mediating role between music consumption and workplace productivity.

Originality / Value / Implications: The paper contributes important theorization about workplace stress management and productivity. The results will provide insights for individuals as to how they can engage with music as a mechanism to alleviate workplace stress which will thereby enhance their workplace productivity. It will also provide useful insights to human resource managers in handling issues such as workplace stress, motivation, productivity enhancement, etc.

Keywords: Music consumption, Workplace stress management, Workplace Productivity.

1. Introduction

The recent pandemic has taken the entire world by storm, assessing our physical, mental, and emotional strength. Some families have lost their loved ones, some have lost their jobs, and some have faced a financial crisis and so on creating stress on the affected people. (Hamel et al., 2020; Nelson et al., 2020).

The pandemic has changed the concept of workplace and work. The work-from-home culture has advantages like flexible working hours and reduced commuting. Still, on the other hand, the lack of social interaction, isolation, and online interactions are all taking a toll on society's mental and emotional well-being, creating mental and emotional stress. (Serafini, 2020) This stress, in many cases, is leading to mental fatigue, outbursts of anger, fights, and, in some cases, even depression, which in turn is adversely affecting productivity. (Wang et al., 2020). Adverse effects of the pandemic were observed in studies on various sectors such as the textile sector (Kaur, 2021), the education sector (Bansal 2022), etc. New methods of managing stress or neo-stress management

practices must be initiated to manage this stress, and people need to follow what best suits them. (Salari, et al, 2020)

"Stress Management" is important due to the looming shadow of uncertainty caused by the pandemic and the different variants continuously erupting thereafter. In such situations, effectively regulating stressful emotions is crucial for individuals' physical and mental wellbeing (Diamond et al 2003). Moreover, the pandemic situation creates a lot of ambiguity, which is perceived differently by different individuals. (Aggarwal et al 2022). In these challenging situations, individuals unconsciously implement various strategies to regulate their emotions and face tough situations.

The pandemic was one such unprecedented situation which resulted in lot of uncertainty and unpredictability (Baker et al., 2020). Undergoing stressful situations for extended periods gives rise to negative emotions and reactions, adversely affecting an individual's physical and mental well-being and leading to mental wellness issues. (Burstyn et al, 2021; Wang et al, 2020)

Music and emotion management have always been integrated together since time immemorial. It has inherently been used to express various human emotions. Music is very therapeutic and is known to help humans cope with multiple stressful situations. Madsen, Cotter, and Madsen (1968) first discussed the behavioral approach of music therapy. The behavioral approach to music is characterized as a scientific application of music for therapeutic purposes in the form of some behavioral change.

Although previous studies indicated a significant relationship between music and stress management, literature signifies the need for further research to deepen our understanding of the relationship between music consumption, workplace stress management and workplace productivity. Hence, understanding the underlying causes of workplace stress, then trying to alleviate these underlying issues through some stress management techniques (music in this case) and further investigating its effect on workplace productivity becomes a significant research problem. In this study, we are exploring this behavioral aspect with respect to music consumption. We have attempted to investigate the research questions: a) whether music consumption impacts workplace stress management, b) music consumption and workplace productivity and c) the mediating role of job stress between music consumption and workplace productivity.

We have structured the paper in the following manner. In section two we discuss the literature with respect to the three main constructs of the study i.e., music consumption, workplace stress management and workplace productivity. Section three highlights the research gap and the objective of the study. In section four, we discuss the research methodology and the research questions. The conceptual model and hypotheses formulation is discussed in section five. In section six, we discuss the data analysis and the results. We then continue with the discussion and findings in section 7. Finally conclude the paper by discussing the broad implications of the study, limitations, and future research directions in section eight.

2. Literature Review

This section discusses three important aspects related to the proposed study. The first section justifies music consumption as an important aspect for workplace stress management. The second section tries to analyze the mediating role of workplace stress management between music consumption and workplace productivity. Finally, the third section tries to justify the behavioral dimension of music consumption in the form of the outcome on workplace productivity.

2.1. Importance of Music Consumption for stress and emotion management:

Music has exceptional value in our culture and in traditional aesthetics. Music is 'the food of the soul.' Music is an enjoyable activity, and its impact is magical beyond simple amusement. According to Lacher & Mizerski (1994), music consumption is defined as, "Listeners may now consume music on one of two ways: by attending a live performance or by listening to recorded music, which may be in the form of personally owned recordings or some other medium such as a radio". Music has the potential to influence the mood in both ways, positive as well as negative. (Ganser, 2010). Successful musical engagement can positively affect the various dimensions of

our life, including cultural, cognitive, and emotional (Biasutti et al 2013). The pandemic created a unique opportunity to study whether there is any connection between emotions and behavior with music, as well as how music helps cope with loneliness, anxiety, and stress. A study was conducted immediately after the first month of lockdown by (Hennessy et al, 2021). It aimed to see whether people from various countries use music to manage their emotions and whether music consumption regulates their well-being. Another study by Ferreri et al (2021) was done to understand the emotional impact of the uncertainty arising out of the lockdown in society. Grover et al (2020), in their study, pointed out that people experiencing more adverse emotions used music for lonely emotional regulation, whereas those who experienced more positive emotions used music as a substitute for social communication as per the study by Fink et al (2021), some Australians adapted to artistic creative activities (ACA) to maintain their emotional health. Music Listening was the second most popular activity undertaken by ACA's, and the most powerful was singing and dancing (Kiernan et al 2021). The pandemic also influenced the live music industry. The performers virtually replaced the live concert experience; still, the response was exceptional as the listeners experienced a similar level of pleasure. (Amy et al 2021). The pandemic brought rapid modifications to the learning conditions resulting in pressure for many students. The conclusions of an exciting study at Australian University submit that music supported the students to cope with the various levels of stress because of the pandemic. (Vidas, D. et al 2021).

There are various genres of music. The emotional response to music varies from person to person; hence music classification is a challenging task. Psychologist Robert Thayer's traditional model of mood divides the songs with the lines of energy and stress, from happy to sad and calm to energetic. (Nuzzolo, 2021). This model promotes understanding the impact of music consumption on emotional experience. In this study, this model was used to understand the construct of music consumption. The literature discussed above shows that music consumption can be used as a medium of stress management. The behavioral approach to music is characterized as a scientific application of music for therapeutic purposes in the form of some behavioral change. Hence, in this study, we are trying to investigate this behavioral aspect for music consumption.

2.2. Music Consumption and workplace stress:

Creativity in the undiluted, purest form is the true definition of Music. It is not just a source of excitement, but it plays a vital role in our lives. Music gives us the power to tap into our emotions. Music tuning in is one of the well-known relaxation exercises.

Social distancing and self-isolation because of the pandemic had brought significant changes in an individual's lifestyle. People started spending more time at home than in the pre-pandemic situation (Rodriguez et al, 2020). The pandemic changed the life of the people by 180 degrees. Earlier times, the work from home concept was widespread for IT professionals. But the pandemic made this functional across all fields. However, this lifestyle started affecting humankind emotionally; delicate touch and social connection was missing. This feeling of disconnect discomfort started resulting in stress. On the other hand, isolation, extended working hours, reduction in salary, time pressure, multiple targets, future uncertainty, and fear of losing the job were the reasons to multiply the stress. Loss of dear ones and fear of pandemic started affecting mental health such as anxiety, depression, sleep disorder, etc. (Giorgi et al, 2020). This in turn started affecting the individual's performance, job productivity and job satisfaction. As everyone in the family either was studying or working from home, resulting in a noisy, distracting environment (Galanti et al, 2021). This stress has a significant impact on Productivity.

As per the study of health care professionals, stress levels can be minimized using musical therapy and performance can be improved. Knight and Rickard (2001) investigated the impact of music on stress levels during work presentations and it was observed that those who listened to music while preparing the presentations had lower anxiety levels, controlled systolic blood pressure and heart rates as compared to those who did the task without listening to music. Similar observations were reported by Lesiuk (2000) in his study on computer programmers who showed less anxiety when they listened to music while doing the programming task. Haake, (2011) has explored other effects of music listening in workplace settings and has found that it significantly helps in creating positive distractions, provides relief from work stress, helps build concentration, and manages personal space at work. The study by Bull (2007) also supports these observations that music listening helps in creating

personal space at work as it conveys a “do not disturb” signal to other employees thus defining work boundaries and creating privacy for the employees. His study also supports the findings that it helps increase concentration at work on a particular task and a feeling of control in the workplace environment. Music listening at the workplace is also being viewed as a constructive mechanism for reducing stress and creating fresher perspectives at work. (Lesiuk, 2005; Oldham et al., 1995). A recent experiment studying the effects of background, cognitive, and emotional music on employee’s perception of their performance and job satisfaction shows positive results. The study recommends incorporating this practice, considering the positive impact. (Domenico Sanseverino, 2023 Jan, doi: 10.3390/bs13010015)

Music Consumption and Workplace Productivity:

Musical engagement in the form of listening to music in the workplace is by no means a recent phenomenon. In the Indian context mythological character Lord Krishna himself used to play music while working in the pastures tending to his cows and buffaloes. Music was found beneficial especially in monotonous work tasks (Gregory, 1997; Korczynski, 2003), and has often resulted in better work output (Wokun, 1969; Kaplan and Nettel, 1948). Music was the most popular medium of stress reduction during the pandemic and people found it to be a positive stress buster. Music helps people to cope with stress, and reduce depression (Mas-Herrero et al., 2020). Music also impacted the work-life of people positively as seen in teleworkers and furloughed workers as it helped them relax, lighten their mood, and helped cope better with the lockdown situation. (Cabedo-Mas et al., 2021).

Music and workplace performance is an emerging area of research. Studies have shown a positive correlation between music on workplace performance. Music listening in the context of work has shown to reduce stress and anxiety levels (Knight & Rickard, 2001). It has proven to reduce anxiety levels, especially for tasks related to computer programming (Lesiuk, 2000), increase creativity at work (Schellenberg, 2001)ⁱ, better critical thinking skills (Isen et al., 1987). Enjoyable music stimuli resulted in a positive mood which in turn led to moderate improvement in work performance (Thompson et al. 2001). Music listening in work settings induced positive feelings among the workers which resulted in improved performance, especially with tasks that require creativity (Lesiuk, 2005)

According to studies music has helped people in work engagement, provided a positive distraction, management of the workspace and relief from work stress (Haake, A., 2011). Music has been proven to improve job satisfaction and enhance productivity. (Spherion, 2006). Engaging in music reduces the boredom associated with monotonous tasks (Gregory, 1997; Korczynski, 2003). Music listening helped to “form of cognitive control” and an “aural cocoon (Bull, 2007). Access to music was considered by IT sector employees as a “fun feature” which helped them feel comfortable at work and be more creative (Van Meel and Vos, 2001). Two studies in this area have specifically reflected the positive effect of music on work productivity (Lesiuk, 2005; Oldham et al., 1995). Music listening also results in mood regulation which in turn helps in relaxation, positive mood building and reduced stress levels at workplace (DeNora, 2000; Sloboda & O’Neill, 2001; North et al., 2004). Punait and Lewis (2019) conceptualized a framework for mental wellbeing and productivity at workplace. Background music in workplace settings (without lyrics) has shown a positive effect on employee’s job satisfaction. (Shih et al, 2012). Music is an effective tool to promote employee creativity, enhancing the work environment quality. (Quan Zhu, April 2022).

Literature on music consumption shows that music listening helps in reducing workplace stress. In this study we are trying to analyze if there a significant predictive relationship of music consumption with workplace productivity

3. Objective And Research Gap

Thus, from the above literature review we can observe that though studies have also been conducted to investigate effect of music consumption on workplace productivity, none of the studies have tried to explore the effect of music on both the variables combined. Secondly, past studies were conducted prior to the pandemic whereas in this study we are trying to analyze the effect of music listening in a work from home setting scenario.

During pandemic work from home has become a new normal. Since the entire family was now at home during pandemic this “work from home” has given rise to workplace stress thereby affecting the productivity of the employees. Music listening was found to be the most popular form of stress buster amongst people who were trying to maintain work life balance amidst the chaotic pandemic condition and the work from home environment.

Hence the objective of this study was to investigate the relationship between music consumption and workplace stress, music consumption and workplace productivity and the mediating role of workplace stress management between music consumption and workplace productivity with reference to the work from home setting.

4. Conceptual Model and Hypotheses Formulation

Based on literature review the hypothesized research model for the study is as shown in figure 1.

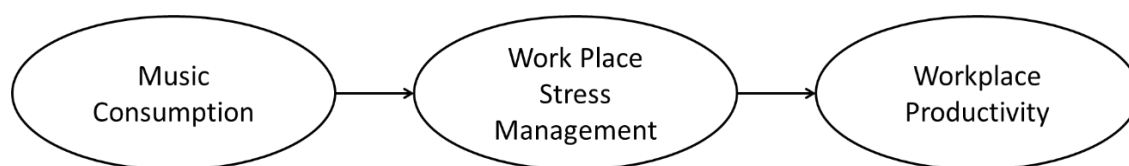


Figure 1. Hypothesized Research Model

Hypotheses for the research

The research investigates three predictive relationships; one of Music Consumption to Workplace Stress Management; another of Music Consumption to Workplace Productivity and third the mediating role of Workplace Stress Management between Music consumption and Workplace Productivity. Based on this relationship, three alternative hypotheses are described as follows.

H1: There is a significant predictive relationship of Music Consumption with Workplace Stress Management.

H2: There is a significant predictive relationship of Music Consumption with Workplace Productivity.

H3: Workplace Stress Management mediates the relationship between Music consumption and Workplace Productivity

5. Research Methodology

This quantitative study uses Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) to confirm the measurement of constructs and to test predictive relationship between three major constructs identified in the literature review: Music Consumption (MC), Workplace Stress Management (WSM) and Workplace Productivity (WP).

An attitude based structured questionnaire was prepared, this instrument had two distinctive parts; the first part collected demographic and behavioral information of the respondents, and second part gathers music listening related attitudes of music listeners. Constructs for the research are operationalized using modified predefined instruments.

Construct of Music consumption scale is prepared using modified scale of Robert Thayer’s mood model (Thayer, 1989). Workplace stress management scale is adopted from emotion regulation scale’s Cognitive reappraisal theme proposed by Gross and Oliver. (Gross and Oliver, 2003) Considering context of the topic workplace productivity is designed by the authors. All measures are based on Likert attitude scale (1 to 7). Some of the dimensions mentioned in the original instruments are dropped based on the context of the topic. Most of the original items required changes considering the topic and local setting.

Based on previous studies and quantitative nature of the study sample size for the research is planned to be 200. A sample element for the research is the general adult population involved in some kind of offline office work away from residence. Questionnaires are administered through online forms communicated through emails and social media.

The study uses quota sampling techniques because of the vastness of music consumers spread over large territory, gender, income, and age groups. Quotas were formalized based on age-group, gender, and profession to get representative viewpoint. Respondents who in general never listen to music are not considered for data analysis.

Sample demographic and behavioral characteristics are displayed in Table 1. Quota sampling is achieved through sample control to get representative sample. Music consumption liking and actual behavior is measured on frequency scale from 1: rarely to 7: always. The behavior is analyzed through sample control and no additional statistical controls were used. The Table 7 and demographic and behavioral profile indicate consumption pattern of music. Life experiences during Covid lockdown are distributed normally, indicating acceptable life experience of general populace. People mostly spent their lockdown with family members, listening to music. Many respondents liked music and listened to music during lockdown period.

Table 1. Sample Demographic and Behavioural Characteristics

Age	No	Percent	Like listening to music	No
Up to 18	26	13	Rarely	1
18 to 25	66	33	Occasionally	12
25 to 40	65	33	Sometimes	18
40 to 60	30	15	Often	47
Above 60	12	6	Very often	46
	199	100	Always	75
				199
Gender			Life experience during Covid	
Male	104	52	Very bad	7
Female	95	48	Bad	11
	199	100	Fairly bad	21
			Acceptable	83
			Fairly good	46
			Good	26
			Very good	5
				199
Qualification			Days spent during Covid lockdown	
Schooling	26	13	Mostly alone	17
Junior College	66	33	With acquaintances	2
Graduation	87	44	With friends	4
Post Graduation	20	10	With family	176
	199	100		199
			Listened to music during Covid lockdown	
			Rarely	5
			Occasionally	8
			Sometimes	21
			Often	33
			Very often	67
			Always	65
				199

a. Demographic Profile

b. Behavioral Profile

Considering cross-sectional time dimensional research; the primary data interviews are conducted in a period of 30 days in the month of Nov and Dec 2021.

6. Data Analysis and Results

Data Analysis uses initial confirmatory factor analysis (CFA), followed by structural equation modelling (SEM). CFA is required for validity and reliability of measurement scale to check questionnaire quality. Even though most of the items are based on the previous studies by Thayer, 1989 and Gross, 2003; considering the context and restructuring of words, validity and reliability of the instrument is conducted.

Initial sample size was 202, during outlier removal process three records were deleted based on Mahalanobis squared distance during CFA. Remaining 199 sample data is then assessed for measurement validity and reliability using CFA.

After 9 modifications of construct errors, final CFA model is found to be a good fit. All estimated weights are significant, indicating a workable measurement model. Final CFA model fit indicator CMIN/DF of 2.119 is an acceptable fit. CFI of 0.944, PNFI of 0.758, RMSEA of 0.075 also indicate acceptable model fitness (Table 2). Internal consistency (Cronbach's alpha) of all the three constructs music consumption (0.887), workplace stress management (0.918), and workplace productivity (0.948) was found to be (Table 3).

Table 2. Fitness indices of CFA

Fitness indices	Value	Analysis
CMIN/DF	2.119	Acceptable
NFI	0.900	Acceptable
IFI	0.944	Acceptable
TLI	0.933	Acceptable
CFI	0.944	Acceptable
PNFI	0.758	Acceptable
PCFI	0.795	Acceptable
RMSEA	0.075	Acceptable

Table 3. Construct validity reliability measures

Construct	AVE score	Construct reliability	Internal reliability (Cronbach alpha)
Music consumption	0.465	0.884	0.887
Workplace stress management	0.688	0.916	0.918
Workplace productivity	0.785	0.948	0.948

Average variance extracted (AVE) scores of workplace productivity (0.785), and workplace stress management (0.688) are in acceptable range, however AVE score of music consumption (0.465) is lower than expected. Construct reliability of all three constructs; music consumption (0.884), workplace productivity (0.948) and workplace stress management (0.916) point to acceptable construct design. Discriminant validity score of the construct music consumption (AVE 0.465) is lower; however, workplace productivity (AVE 0.785) and workplace stress management (AVE 0.688) are acceptable. All the three constructs have positive correlation with each other as suggested by theory, indicative of acceptable nomological validity. Overall, the questionnaire and the constructs are valid and dependable for conducting the research.

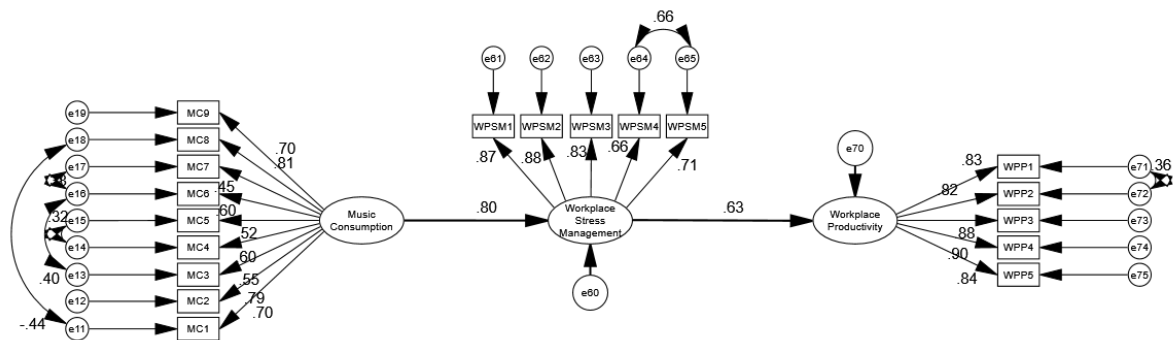


Figure 2. SEM hypotheses testing

After CFA testing SEM is used for analysing hypothesised predictive relation amongst the constructs. Analysis of SEM also indicate acceptable model fitness, CMIN/DF score of 2.105 is acceptable. CFI of 0.944, PNFI of 0.763, and RMSEA of 0.075 are also acceptable, signifying good SEM model fit (Table 4).

Table 4. Fitness indices of SEM

Fitness indices	Value	Analysis
CMIN/DF	2.105	Acceptable
NFI	0.900	Acceptable
IFI	0.945	Acceptable
TLI	0.934	Acceptable
CFI	0.944	Acceptable
PNFI	0.763	Acceptable
PCFI	0.801	Acceptable
RMSEA	0.075	Acceptable

All weights are significant, demonstrating predictive relationship between H1: music consumption to workplace stress management (0.769); and workplace stress management to workplace productivity (0.651). Thus, music consumption has significant effect on workplace stress management which in turn further significantly improves workplace productivity.

Table 5. Standardized regression weights for SEM

From	To	Estimate	P. Value	Result
Music consumption	Workplace stress management	0.769	0.000	H1 Supported
Workplace stress management	Workplace productivity	0.651	0.000	H2 Supported

Mediation effect of workplace stress

Investigate role of music consumption on workplace productivity (H2), in view of mediating effect of workplace stress management; direct and indirect effect of the relationships is explored using mediation effect analysis. As displayed in Figure 3: Model a; in presence of construct of workplace stress management, the effect of music consumption to workplace productivity is insignificant, thus indicating the music consumption improves workplace productivity with workplace stress management as a strong mediator (H3 approved). But predictive relation of music consumption to workplace productivity is non-significant, indicating inconclusive H2. Music consumption does not lead to workplace productivity in isolation, the presence of workplace stress is important for productivity to improve.

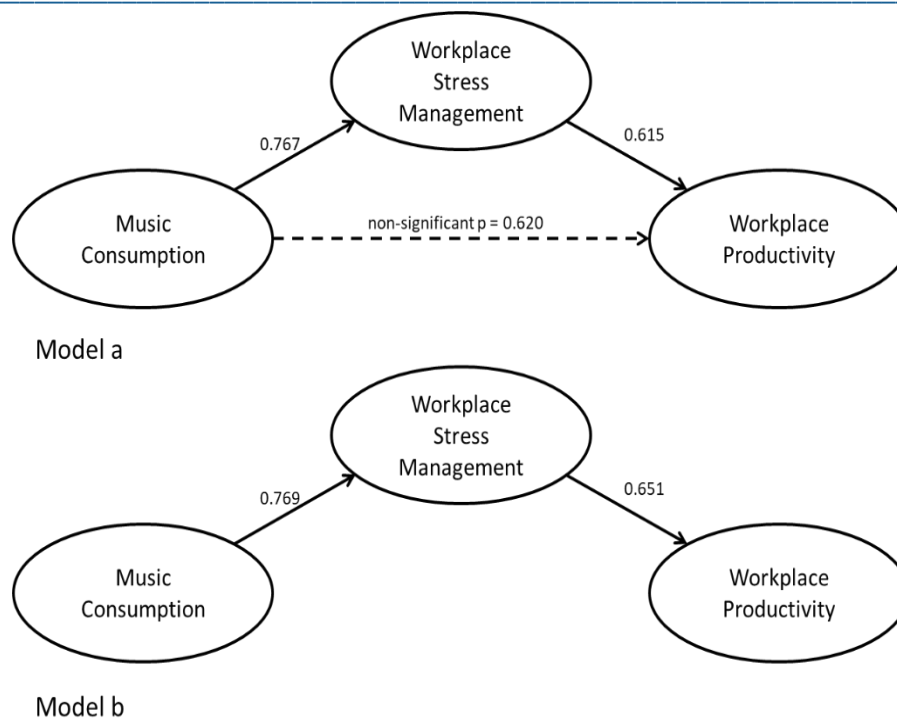


Figure 3. Direct and Indirect Effect of Workplace stress management

Table 6. Mediation analysis: Model a

From	To	Estimate	P. Value	Result
Music consumption	Workplace stress management	0.767	0.000	Supported
Workplace stress management	Workplace productivity	0.615	0.000	Supported
Music consumption	Workplace productivity	NA	0.870	Not supported

Direct, Indirect and Total effect of Music Consumption on Workplace Stress management and Workplace Productivity is presented in Table 7. Music consumption has significant direct effect with workplace stress management, but non-significant direct effect with Workplace productivity. Music Consumption has a significant indirect effect on workplace productivity.

Table 7. Music Consumption Direct, Indirect and Total Effect

	Music Consumption (IV) Standardised		
	Direct effect	Indirect effect	Total effect
Workplace Stress Management (DV)	0.767	0	0.767
Workplace Productivity (DV)	0.053 (non-significant)	0.472	0.525

The mediation effect is then tested for significance using Sobel test. Test statistics of Sobel test 4.814 is with standard error of 0.141 is significant (p-value 0.00000147) indicating significant mediation effect of Workplace Stress Management on relationship between Music consumption with Workplace Productivity (Table 8).

Table 8. Sobel Test Statistics

From	To	Weight	Std. Error
Music Consumption	Workplace Stress Management	0.964	0.102
Workplace Stress Management	Workplace Productivity	0.705	0.126
Sobel test	Test statistics	p-value	Std. Error
	4.8147293	0.00000147	0.14115435

7. Discussion and Conclusion

The first hypothesis proposed in this study talks about a significant relationship between music consumption and its effect on workplace stress management. It was observed in this study that whenever people were stressed while working from home they preferred to listen to music as they find it helps to reduce their stress. After listening to music, they felt relief from stress and that in turn helped them manage their productivity and give better work performance. This hypothesis relates to the findings of prior studies in this area wherein it has been proven that music consumption helped in stress management since it acted as welcome distraction from work (Furnham & Bradley, 1997); it helped them to relax, (Wilhelm et al 2013); reduce boredom (Antrim, 1943; Korczynski, 2003; Uhrbrock, 1961), increased concentration (Bull, 2007) etc.

The second hypothesis proposed in the study talks about a significant relationship of music consumption with workplace productivity. It was observed in this study that there is a no direct significant relationship between music consumption with workplace productivity. Music consumption without a presence of workplace stress does not lead to improved productivity. Workplace stress is a strong mediator for music to effect productivity.

The conclusion is strengthened by mediation analysis of workplace stress management between music consumption and workplace productivity. The third hypothesis proposed in this study was “workplace stress management mediates the relationship between Music consumption and Workplace Productivity. We found that music consumption was enabling the respondents to manage the workplace stress especially in the online work environment. Direct indirect effect (Table 7) shows no significant direct effect of Music consumption on Workplace productivity. Music consumption in isolation does not have an effect of productivity but has significant effect in the presence of work stress. Thus, under the situation of work stress, music tends to improve workplace productivity.

It was also observed that because of managing their workplace stress they were able to manage their workplace productivity and ensure that their workplace productivity was not sacrificed due to stress. These findings add to the literature in this area which signifies a significant relationship between music listening and productivity (Spherion, 2006), on work performance (Lesiuk, 2005), on programming tasks (Lesiuk, 2000), productivity (A. Furnham, 2002) and continuity (Shih et al, 2003), attention and performance (Y.N. Shih et al, 2009). So, finally we hypothesized that music consumption helped in workplace stress management which thereby led to enhancing workplace productivity.

The above-mentioned hypothesis also provides implications for human resource managers by helping them understand the impact of music on managing workplace stress as studies propagate music as being an important tool for regulating emotions thereby acting in a therapeutic way to reduce anxiety and stress, leading to increased productivity. (Chamorro, 2022). Human resource managers can undertake mental wellness initiatives by including music as one of the initiatives which is supported by studies that propose music helps in alleviating stress, boosts creativity, alleviates mood, and creates sense of community. (Majumdar, 2023; Verasai, 2023; Corporate Wellness Magazine, 2023)

8. Implications of the Study, Limitations & Future Research Directions

The study provides implications to human resource managers in the management of workplace stress and managing workplace productivity of the employees working in their organizations. Working in an online

environment can prove to be incredibly stressful. It is hence becoming exceedingly difficult for working people to maintain work and life balance.

Human resource professionals can use this as a strategy and encourage people to spend some time listening to their favorite music which will in turn help their employees become stress free and increase their productivity as well. They can use it as a motivational strategy wherein employees can be given free subscription to music apps such as Spotify, or devices such as iPod etc. This will not make employees feel they are taken care of, increase their sense of well-being and enhance their loyalty towards organizations as well.

Managerial implications:

The study had limitations from the fact that the sample size was limited. Moreover, we interviewed respondents who listened to music hence the findings are based on people who listen to music. We cannot generalize the findings to people who do not listen to music or who have never listened to music.

Future research could be undertaken in the areas of a) effect of music consumption on emotional experience of employees and b) effect of music on emotion regulation of employees.

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