

The Impact of Modern Music on Teamwork Efficiency: An Analysis on the Moderating Factors of Leadership Initiatives and Corporate Culture

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Abstract

With the transformation of contemporary work settings, music has increasingly become a fundamental component in team collaboration, drawing significant scholarly and industrial interest due to its potential influence on employees' emotional states and performance levels. In a technologically advanced and culturally heterogeneous nation such as China, examining the role of modern music in shaping teamwork efficiency across various occupational contexts and technological production environments represents a subject of considerable relevance. This research employs quantitative analytical techniques to explore how modern music affects collaborative effectiveness within teams. A structured questionnaire was administered, resulting in the successful acquisition of 642 valid responses from personnel at HUAWEI Technologies Co., Ltd. By systematically evaluating the influence of modern music on team productivity, and considering the moderating roles of leadership approaches and organisational culture

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within the Chinese context, the study uncovers the intricate dynamics between auditory stimuli and workplace performance. These insights are anticipated to guide enterprises in harnessing music as a strategic resource to unlock team capabilities, boost operational efficiency, and foster innovative trajectories for enhancing future workplace productivity.

Keywords: Modern Music, Teamwork Efficiency, Leadership Initiatives, Corporate Culture

Introduction

As global competition continues to escalate, organisations are increasingly prioritising strategies to enhance employee productivity, recognising its critical role in sustaining competitiveness and managing operational costs. Despite the implementation of various initiatives, efforts to elevate workforce efficiency often yield inconsistent outcomes. Employee productivity is profoundly influenced by psychological pressures and occupational stress, which in turn affect both health and performance levels (Jang et al., 2023). Music, as a pervasive cultural element, exerts a notable influence on individuals' emotional states and cognitive outlooks, potentially contributing positively to workplace output. Although music is being integrated more frequently into professional settings, existing empirical findings on its impact remain inconclusive.

By fostering a more pleasant atmosphere, music can assist in alleviating stress and promoting relaxation among employees. While its emotional and aesthetic contributions are broadly acknowledged, the direct correlation between music and work efficiency warrants further empirical investigation (Kim et al., 2024). The influence of music on productivity is not uniform, as it varies according to personal traits and individual attitudes towards work. Moreover, external environmental factors such as ambient noise levels and lighting conditions also mediate the effectiveness of musical interventions. Organisational outcomes can be optimised by tailoring both work tasks and environmental conditions to complement music usage (Lee & McNaughtan, 2021). For example, in high-pressure contexts such as call centres, playing soft background music may reduce anxiety and enhance concentration. Conversely, in creative divisions, more vibrant and stimulating music could foster innovation and elevate team morale. Adapting musical choices to suit the functional nature of specific roles and workspace dynamics may lead to a more engaging environment and improved overall productivity.

Problem Statement

Although a considerable body of literature explores the general influence of music within workplace settings, research specifically addressing its effect on team performance remains relatively scarce (Landay & Harms, 2019). Despite the growing

utilisation of music to enhance work environments, the precise nature of its connection to productivity, particularly within collaborative contexts, is not yet well understood. Prior studies [Hallowell \(2014\)](#) acknowledge that the impact of music can vary significantly based on personal preferences and situational factors, yet they offer limited insight into how these elements shape collective team outcomes. Furthermore, the potential moderating roles of leadership practices and organisational culture in this dynamic are insufficiently examined. In response to these gaps, the present study aims to explore the extent to which modern music, in conjunction with leadership engagement and cultural dimensions, affects team-based efficiency and overall productivity.

Research Objectives

1. To analyse the impact of modern music on team efficiency, exploring how different types of music affect team productivity.
2. To study the moderating effects of leadership initiatives and corporate culture on teamwork efficiency.

Significance of the Study

This research holds substantial relevance as it investigates the potential of modern music to enhance team efficiency, a topic of increasing importance for organisations striving to boost productivity within competitive professional landscapes. By analysing the influence of various musical styles on team collaboration, alongside the moderating roles of leadership strategies and organisational culture, the study offers critical insights into how workplace settings can be optimally structured. The outcomes of this research may assist organisations in designing more conducive work environments, fostering employee well-being, and driving higher levels of performance. Furthermore, the study advances understanding of the psychological and emotional dimensions of music in professional contexts, yielding practical implications for the development of effective management practices.

Literature Review

Modern Music

Modern music refers to contemporary genres that have emerged following the stylistic developments characterising the modern musical era, encompassing styles such as pop, electronic, hip-hop, and rock, particularly in terms of composition, production, and performance. This category of music is often associated with the integration of advanced technologies, including the use of synthesisers and digital production methods. According to [Plastira et al. \(2024\)](#), modern music has a profound capacity to influence individuals' emotional states, drive, and workplace output, especially in environments where teamwork and creativity are central to task execution.

Volume Level

As modern workplace environments continue to evolve, music has emerged as an increasingly influential environmental factor in shaping employee productivity. One critical element within this context is the volume level, which has been shown to exert a notable effect on work efficiency ([Dong et al., 2021](#)). When optimally calibrated, volume can contribute to a more comfortable and focused work atmosphere, enabling employees to maintain concentration and enhance performance. This influence arises from music's ability to alter individuals' emotional states, psychological responses, and behavioural patterns through auditory intensity. A moderate volume is often associated with improved mood, reduced stress, and sustained motivation, thereby fostering a productive work mindset. Nevertheless, this positive association is not universal. Excessively loud music may divert attention and disrupt cognitive processing, ultimately diminishing performance. Conversely, if the volume is too low, the music may fail to stimulate engagement and could even induce feelings of monotony or dissatisfaction ([Bakker, 2005](#)). Hence, in practice, determining an appropriate volume level requires careful consideration of both individual preferences and the specific nature of the work being undertaken.

Musical Rhythm

As a non-material form of artistic expression, music occupies a significant place in daily life and is frequently employed within work settings to shape the atmosphere and elevate employees' emotional well-being. Among the various dimensions of music, its rhythmic elements have garnered particular interest for their potential influence on employee productivity. [McFerran and Rickson \(2014\)](#) identified rhythm, or tempo, as a critical determinant of workplace efficiency. Their experimental findings revealed that a moderate tempo can lead to enhanced performance and increased job satisfaction. They argued that such a pace can stimulate enthusiasm, foster creativity, and promote deeper engagement among employees. The researchers also recommended tailoring the type and rhythm of music to align with specific job requirements in order to optimise the working environment and support productivity.

In Western music theory, tempo refers to the speed of a musical piece, commonly measured in beats per minute (BPM). However, tempo is not merely a numerical measure of beat frequency; rather, it contributes to the overall expressive quality of a musical composition. Music, as an emergent phenomenon, exhibits holistic properties that transcend the sum of its parts. Western perspectives often highlight how tempo interacts synergistically with other musical components, such as melody and harmony, to shape listeners' emotional responses and behavioural patterns ([Dashwood, 2011](#)).

Role of Leadership Initiatives in Enhancing Teamwork Efficiency

Leadership initiatives serve as a crucial mechanism for improving team efficiency

within organisational settings. As noted by [Decuypere and Schaufeli \(2021\)](#), leadership that empowers employees and recognises their contributions fosters enhanced team performance. By cultivating a sense of responsibility and ownership, leaders encourage active engagement and collaboration among team members in pursuit of organisational goals. This sense of empowerment is essential for nurturing a productive and high-performing work environment. [Gezahagn et al. \(2024\)](#) emphasise that leadership development programmes focusing on competencies such as participatory decision-making and strategic vision formation can significantly support team cohesion. These competencies help to build a collaborative culture in which employees feel closely aligned with both the organisation's mission and their immediate teams, thereby improving collective efficiency.

In addition, [Drescher et al. \(2014\)](#) highlight the effectiveness of shared leadership models, wherein leadership responsibilities are distributed across team members. This approach not only enhances performance but also shortens learning curves by allowing individuals to contribute their diverse perspectives and expertise to problem-solving and decision-making processes. Shared leadership promotes a deeper sense of accountability and ownership, both of which are key drivers of team productivity. Similarly, [Chitiga \(2018\)](#) found that transformational leadership supports team functionality by inspiring and motivating members toward a unified vision. This style fosters resilience, innovation, and intrinsic cohesion within teams. Ultimately, leadership strategies that incorporate empowerment, inclusive decision-making, and both shared and transformational styles contribute significantly to improving the overall efficiency of teamwork.

Influence of Corporate Culture on Teamwork Efficiency

The influence of corporate culture on enhancing team efficiency within organisations is both evident and significant. Entities that cultivate a strong cultural foundation based on collaboration, mutual trust, and transparent communication often experience greater team cohesion and elevated productivity. [Almerri \(2023\)](#) notes that a positive corporate culture is one in which employees strongly identify with the organisation's mission, resulting in heightened engagement and more efficient teamwork. Such environments encourage knowledge sharing, strengthen cooperation, and facilitate task completion within teams. In a similar vein, [Li et al. \(2018\)](#) assert that corporate culture serves as a critical enabler of innovation and creativity. By fostering a climate that values open dialogue and imaginative thinking, organisations equip teams to navigate complex challenges more effectively, a necessity for achieving high performance in fast-paced and dynamic settings.

Additionally, [Atiku et al. \(2024\)](#) highlight that cultures promoting empowerment and inclusivity boost employee morale and job satisfaction, both of which are essential for encouraging active participation in team settings. Motivated employees are more inclined to collaborate constructively, contribute to collective objectives, and remain

engaged, leading to lower turnover rates and greater team stability. [Ebele and Ahmad \(2024\)](#) further observe that a culture rooted in respect and mutual support enhances interpersonal relationships, thereby improving communication and collaboration among team members. Such interpersonal strength is instrumental in reinforcing team cohesion and operational effectiveness. [Wissmann \(2024\)](#), through empirical research conducted in a standard office context in China, found that soft background music significantly improves both emotional well-being and work performance. In high-pressure environments, calming genres such as light or classical music were shown to alleviate stress, whereas more intense music or tracks containing lyrics were found to be distracting and detrimental to productivity. Therefore, integrating corporate culture with a strategic approach to background music can serve to reinforce trust, teamwork, and innovation, ultimately contributing to superior team outcomes and broader organisational success.

Teamwork Efficiency

According to [Adetomiwa et al. \(2023\)](#), teamwork efficiency refers to the volume of output produced by employees within a specific time frame. They emphasise that this concept encompasses not only the speed of task execution but also the precision and innovative quality of the outcomes. Their empirical investigation revealed that several informational and contextual factors—such as individual skill levels, workplace conditions, and the nature of the organisational culture—significantly influence teamwork efficiency. They further argued that optimising these variables can lead to substantial improvements in collective performance. Similarly, [Clauhs et al. \(2024\)](#) describe employee work efficiency as the effectiveness with which tasks are performed, including the timeliness, quality, and resource utilisation involved in task completion. Their perspective frames efficiency as a multifaceted measure of both process and outcome. [Phan et al. \(2023\)](#), through comparative analyses across various industries and enterprises, found that well-structured incentive systems and strong collaborative practices markedly enhance the efficiency of teamwork.

Personal Preference on Teamwork Efficiency

Music has the potential not only to cultivate a pleasant working environment but also to influence employees' psychological states and overall productivity. Within this dynamic, individual music preference plays a pivotal role in shaping the relationship between employees and musical exposure. Personal preference refers to one's tendency to favour specific genres or styles of music in particular contexts. Research indicates substantial variation in musical tastes, with some individuals gravitating towards calming genres such as classical or folk, while others opt for more stimulating forms like pop or electronic music to boost energy and motivation ([Matrosova, 2024](#)). For instance, classical music has been associated with enhanced concentration during tasks requiring sustained focus, whereas high-energy genres such as rock or electronic have been linked to improved performance in activities that demand creativity ([Bell](#)

et al., 2016). Numerous elements shape musical preference, including cultural background, life experiences, and personality traits. In professional settings, these preferences influence how employees perceive and respond to background music, thereby affecting their productivity outcomes.

Whiteman (2024) found that employee efficiency is strongly influenced by alignment between background music and individual preferences. His experimental findings demonstrated that when employees are allowed to listen to music that matches their personal tastes, both their task performance and job satisfaction improve. He explained that music aligned with personal preferences fulfils emotional needs, thereby fostering motivation and creativity in the workplace. Furthermore, he recommended that organisations should consider individual preferences when implementing background music in professional environments, as doing so can contribute to a more cohesive and productive organisational climate.

Theoretical Background

Interpersonal Theory

Organisational behaviour incorporates interpersonal theory, which explains how employees navigate workplace interactions and how these exchanges influence their behaviour and effectiveness (Yalch, 2023). This theoretical framework is applied in the present study to demonstrate the role of music in enhancing productivity through its impact on interpersonal dynamics and emotional connectivity within teams. As a universal mode of nonverbal expression, music has the capacity to foster shared emotional experiences among employees. These collective experiences contribute to a sense of inclusion and solidarity, thereby reinforcing collaboration and enhancing the effectiveness of teamwork. Interpersonal theory suggests that employees are more likely to exhibit increased effort and higher productivity when they feel emotionally connected to their colleagues and integrated within a cohesive team. Music, therefore, contributes to productivity not only through its immediate effect on individual mood but also by cultivating stronger social relationships in the workplace, which indirectly support more efficient collaboration and performance.

Motivation Theory

Motivation theory posits that employee performance and effectiveness are shaped by both intrinsic and extrinsic motivational drivers. Within this framework, music functions as a unique motivational stimulus capable of influencing employees' motivational states across multiple dimensions. Energetic and upbeat genres such as pop, rock, and electronic dance music (EDM) have been found to elevate motivation levels among workers. These musical styles can enhance mood, invigorate listeners, and foster a heightened sense of enthusiasm, particularly advantageous in roles requiring sustained energy, creativity, and active participation. Raghubir and

Greenleaf (2006) demonstrated that fast-tempo music, especially within the pop and rock categories, can elevate motivation and energy, thereby increasing workplace productivity.

Furthermore, when employees are allowed to listen to their preferred music while working, the resulting sense of enjoyment and relaxation can translate into a more positive outlook towards their tasks and a stronger sense of commitment (Mori et al., 2024). The rhythmic and melodic qualities of certain music genres—especially those with faster tempos like EDM or lively pop music—can also stimulate cognitive activity and promote creative thinking. This effect is particularly valuable in roles demanding innovation and complex problem-solving, where such music has been shown to enhance cognitive flexibility and drive motivation. According to Mitra et al. (2023), these motivational influences support employees in adopting more creative approaches and improving their problem-solving efficiency.

Individual Differences Theory

Individual differences theory emphasises that employees vary significantly in terms of personality traits, preferences, working styles, and psychological needs, all of which shape their responses to workplace conditions, including their reactions to music. The influence of music on individuals can differ markedly; for some, listening to preferred music enhances mood and relaxation, thereby supporting better performance, while for others, it may become a source of distraction, leading to reduced efficiency (Sweller, 2024). Consequently, factors such as individual preferences for musical genres, sensitivity to volume and tempo, and varying needs for music across different tasks must be considered when evaluating its impact on work productivity. Organisational leaders and corporate culture can address these individual differences by fostering an inclusive and adaptable work environment. Managers may, for example, allow employees to customise their auditory environment—granting the option to choose their own music or providing quiet zones for those who find music disruptive. By nurturing a workplace culture that values diverse preferences and encourages open dialogue, organisations can enhance job satisfaction, reduce distractions, and promote more cohesive and effective teamwork.

Hypothesis

- H1:** Modern music has a significant positive impact on teamwork efficiency within organizations.
- H2:** Leadership initiatives significantly moderate the relationship between modern music and teamwork efficiency.
- H3:** Corporate culture significantly moderates the relationship between modern music and teamwork efficiency.

- H4:** Employees who are exposed to modern music with a leadership initiative will report higher teamwork efficiency than those exposed to music without leadership support.
- H5:** The effect of modern music on teamwork efficiency is stronger in a corporate culture that emphasizes collaboration and communication compared to a culture with limited emphasis on these factors.

Conceptual Framework

Figure 1 outlines the dependent, independent, and mediating variables examined in this study.

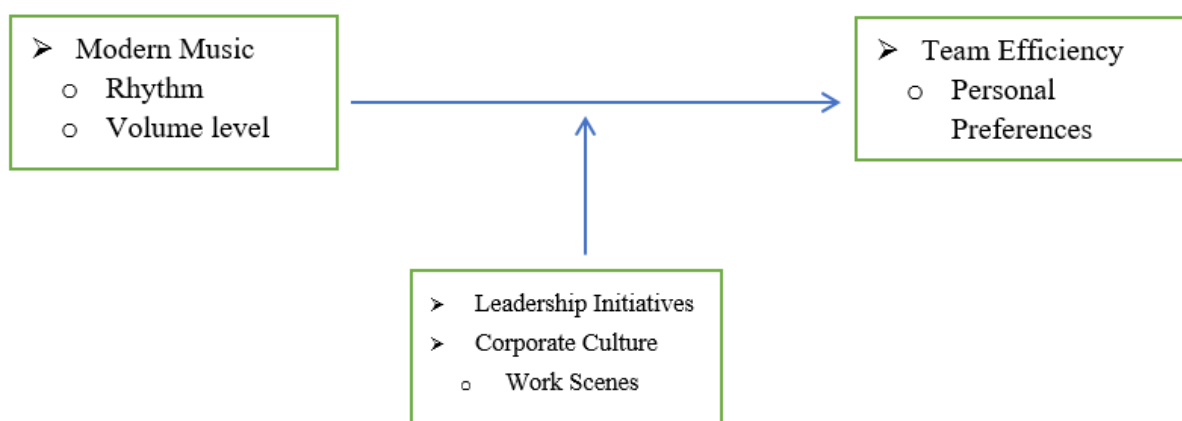


Figure 1: Conceptual Framework.
Source: Author

Research Methodology

Research Design

This study adopts a quantitative research approach, employing a survey method as the primary means of data collection. Structured questionnaires were distributed to employees of HUAWEI Technologies to gather first-hand information regarding their perceptions and experiences related to leadership initiatives, corporate culture, and teamwork efficiency. The survey consisted exclusively of closed-ended questions designed to produce measurable, quantitative outcomes. The data obtained were subjected to statistical analysis in order to identify patterns and correlations among the variables, thereby offering a comprehensive understanding of how leadership practices and organisational culture influence team efficiency.

Sample Selection

To ensure a representative and diverse sample, the study employs a random sampling technique to select participants from multiple departments within HUAWEI Technology. This method is essential for capturing a wide range of perspectives, thereby reflecting the experiences of employees across different roles and team structures. By including both managerial and non-managerial staff, the research aims

to explore how leadership initiatives and organisational culture influence teamwork efficiency from varied organisational positions. The use of random sampling also reduces the risk of selection bias, enhancing the reliability of the findings and supporting their generalisability to the broader employee population.

Data Collection

Data were gathered from employees at HUAWEI Technologies through online, self-administered questionnaires to ensure broad and effective reach. This method offers participants both convenience and anonymity, encouraging honest and accurate responses. The digital format also allows respondents to complete the survey at a time that suits them, which contributes to higher response rates. The questionnaire comprises closed-ended items designed to generate quantifiable data, enabling the examination of relationships among exposure to modern music, team efficiency, leadership initiatives, and corporate culture. One of the key strengths of this approach lies in its ability to collect standardised data from a large number of participants, which can then be subjected to statistical analysis to derive meaningful conclusions.

Population and Sample Selection

In this research, data are collected through online channels to ensure broad accessibility among employees. The questionnaire is disseminated via the organisation's public email system and other internal communication platforms. A total of 642 completed responses were obtained from employees of HUAWEI Technologies Co., Ltd. in China, representing a cross-section of staff from five distinct departments. This method secures a diverse sample, allowing for the inclusion of perspectives from various roles and functional areas within the company. Participants are randomly selected from these departments, thereby ensuring a comprehensive representation of employee perceptions and experiences.

Data Analysis

The collected data were analysed using SPSS software. Initially, descriptive statistics were employed to provide an overview of the dataset and to summarise key characteristics of the sample, including the distribution patterns across various variables. Subsequently, inferential statistical techniques were applied to test the proposed hypotheses and investigate the interrelationships among the studied variables. To assess the moderating influence of leadership initiatives and corporate culture on the link between modern music and team efficiency, the Andrew Hayes process macro was utilised. Additionally, multiple regression analysis was conducted to determine the extent to which musical variables influence work efficiency. Sensitivity analyses were undertaken to evaluate the robustness of the findings and to ensure that the results did not rely heavily on specific assumptions. The final interpretations of the analyses aimed to yield substantive insights into the role of music in enhancing teamwork efficiency within the framework of leadership and corporate culture.

Ethical Considerations

This study adhered to established ethical standards by ensuring participant confidentiality and securing informed, voluntary participation. All respondents were provided with a clear explanation of the study's objectives, and their consent was obtained prior to engagement in the research process. At no point was personally identifiable information collected, thereby maintaining full anonymity. Participants were also informed of their right to withdraw from the study at any time without facing any consequences. The data were securely stored and utilised exclusively for academic purposes, aligning with ethical protocols governing research involving human participants.

Results

Descriptive Statistics

Table 1 outlines the descriptive statistics for the sample, encompassing variables such as gender, age, departmental affiliation, and educational background. The total number of respondents was 642, comprising 43.1% males and 56.9% females. With regard to age, 21.9% were under the age of 30, 23.7% were between 30 and 40 years old, 21.7% fell within the 40 to 50 age range, and 32.7% were aged 50 or above. Departmental representation was diverse, with 21.2% of participants drawn from the Market Systems Department, and 20.4% from the Technical Support Systems Division, alongside individuals from several other divisions. Educational attainment also varied within the sample, with 24.9% possessing a college diploma or lower qualification, and 25.5% holding either a Master's or Doctoral degree.

Table 1: Statistical Summary of the Respondents' Characteristics.

Variable	Options	Frequency	Percentage %
Sex	Man	277	43.1
	Female	365	56.9
Age	Under 30	141	21.9
	30-40 Years Old	152	23.7
	Age 40-50	139	21.7
	Age 50 or Older	210	32.7
Department	Department of Market Systems	136	21.2
	Technical Support Systems Division	131	20.4
	Department of Finance Systems	128	19.9
	Production System Department	134	20.9
	Management Engineering Department	113	17.6
Education Level	College and Below	160	24.9
	Baccalaureate	154	24.1
	Master's Degree	164	25.5
	Doctor's Degree	164	25.5
Total		642	100

Measurement Model Analysis

A structural equation model was employed to evaluate the adequacy of model fit, with a chi-square to degrees of freedom ratio (χ^2/df) required to be below 3 to satisfy the standard criterion. Additionally, indices such as the Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Comparative Fit Index (CFI), and Tucker-Lewis Index (TLI) must each exceed a value of 0.9, while the Root Mean Square Error of Approximation (RMSEA) should remain below 0.08, as outlined in [Table 2](#). The findings reveal a chi-square value of 2911.768 and 2670 degrees of freedom, resulting in a χ^2/df of 1.091, which conforms to the acceptable threshold. Furthermore, GFI, AGFI, CFI, and TLI all exceeded the 0.9 benchmark, and the RMSEA value of 0.012 was well below 0.08. These results collectively confirm that the model demonstrates a satisfactory fit to the data.

Table 2: Fit Indices for Structural Equation Model Variables.

Variables	X2 /df	GFI	RMSEA	CFI	AGFI
Modern Music	1.161	0.979	0.016	0.998	0.971
Teamwork Efficiency	1.24	0.97	0.019	0.996	0.962
Perception on Work Scenes	0.833	0.991	0.000	1	0.986
Production Technologies Context	1.469	0.985	0.027	0.996	0.975
Corporate Culture	0.881	0.991	0.000	1	0.986
Leadership Initiatives	1.422	0.985	0.026	0.996	0.976

Hypothesis Testing

As illustrated in [Table 3](#), the output from the AMOS structural equation model reveals that the path coefficient for the influence of modern music on work scenes is 0.363. This indicates that a one-unit increase in exposure to modern music corresponds to a 0.363 increase in work scenes. This relationship can be interpreted through the lens of environmental stimuli theory, wherein music functions as an external stimulus capable of shaping employees' psychological states. By fostering a more positive or energising atmosphere, music can enhance employees' perceptions of their working environment, particularly in terms of mood and productivity. These findings are consistent with existing literature suggesting that both physical and auditory environments can significantly influence employee experience and team performance ([Correia et al., 2023](#)).

Additionally, the regression weight was estimated at 0.363 with a standard error (S.E.) of approximately 0.043. Dividing the estimate by the S.E. results in a critical ratio (CR) of 8.375 ($\text{CR} = 0.363 / 0.043$), as detailed in [Table 3](#). This statistically significant result ($p < 0.001$) confirms that modern music is a strong predictor of changes in work scenes. This effect is consistent with environmental psychology theory, which posits that auditory inputs such as music can profoundly influence employees' emotional states,

cognition, and motivation (Schreuder et al., 2016). Appropriately selected modern music can thus aid concentration, lower stress levels, and promote a constructive workplace atmosphere, thereby improving employees' experiences within their work settings.

Table 3: Results of Structural Equation Modelling.

Path Relationship			Estimate	S.E.	C.R.	P	Estimates of Standardized Regression Weights
MM	→	WS	0.363	0.043	8.375	***	0.372
MM	→	PT	0.593	0.057	10.328	***	0.416
MM	→	CC	0.379	0.042	8.973	***	0.404
MM	→	LI	0.534	0.058	9.238	***	0.393
WS	→	TWE	0.309	0.059	5.274	***	0.226
PT	→	TWE	0.099	0.041	2.416	***	0.106
CC	→	TWE	0.228	0.062	3.683	***	0.161
LI	→	TWE	0.246	0.043	5.766	***	0.251

The standardised regression weight of 0.372 further demonstrates that an increase of one standard deviation in modern music exposure leads to a 0.372 standard deviation increase in work scenes. This denotes a moderately positive association between modern music and workplace atmosphere. In practical terms, this suggests that increased exposure to modern music enhances aspects such as mood, engagement, and productivity by 37.2%. The value implies a notable, albeit not dominant, effect of music, indicating that while music contributes significantly to shaping the workplace environment, other variables also play essential roles in influencing team dynamics. These conclusions are particularly robust when derived from large sample sizes, as larger samples enhance the reliability of regression estimates and minimise random error. Moreover, the credibility of these results depends on adherence to the fundamental assumptions of the model, including linearity and normal distribution.

Discussion

This research explored the influence of modern music on the efficiency of teamwork, specifically assessing the moderating roles of leadership initiatives and corporate culture. The outcomes suggest that exposure to modern music positively shapes employees' perceptions of their working environment, particularly by enhancing mood and boosting productivity. Structural equation modelling results demonstrated a statistically significant path coefficient of 0.363 ($p < 0.01$) from modern music to work scenes, underscoring the beneficial role of music in improving team performance. This finding corresponds with Interpersonal Theory, which emphasises that emotional engagement and interaction among team members are instrumental in elevating productivity levels. Criss (2010) posits that music, functioning as a form of nonverbal communication, fosters shared emotional experiences that enhance cooperation and

team cohesion. These results confirm Hypothesis 1 (H1), which asserted that modern music exerts a significant positive influence on the efficiency of teamwork.

In addition, the study revealed that leadership plays a pivotal role in enhancing the impact of music on work efficiency. Drawing upon Motivation Theory, which suggests that employee performance is shaped by both intrinsic and extrinsic motivators, music serves as a valuable motivational element. [Allen and Wood \(2013\)](#) found that genres with a faster tempo, such as pop and rock, can elevate mood and energy levels, thereby increasing productivity. In support of Hypothesis 2 (H2), which proposed that leadership initiatives moderate the relationship between modern music and team efficiency, the findings demonstrated that leadership practices promoting engagement and collaboration significantly magnified the influence of music on team outcomes. This was validated by the regression weight estimate of 0.534 ($p < 0.001$), indicating a strong moderating effect of leadership on teamwork efficiency.

The findings also support Individual Differences Theory, which posits that employees' responses to music are shaped by their unique psychological needs and preferences ([Barrett et al., 2004](#)). This variation was evident in the data, with some employees experiencing music as motivating, while others found it distracting. This supports Hypothesis 3 (H3), which assumed that corporate culture moderates the relationship between music and team efficiency. An inclusive corporate culture that considers individual differences can maximise the effectiveness of music in team settings. Cultures promoting flexibility and open dialogue allow organisations to adapt the working environment to suit varying preferences, thereby increasing the efficacy of music as a workplace tool.

Furthermore, the study provided empirical support for Hypotheses 4 (H4) and 5 (H5), which focused on the combined effects of leadership initiatives and corporate culture on the influence of music. In organisational settings characterised by collaborative leadership and strong team dynamics, the integration of modern music produced a significantly greater enhancement in teamwork efficiency. These findings are consistent with the assertions of [Belias and Koustelios \(2014\)](#), who identified that organisational cultures grounded in trust and effective communication are crucial to employee satisfaction and performance. The path coefficient for corporate culture was 0.379 ($p < 0.001$), reinforcing the conclusion that organisational culture plays a critical role in amplifying the positive effects of music on teamwork. Overall, the study concludes that the strategic incorporation of modern music, supported by innovative leadership and an adaptive corporate culture, can substantially improve the efficiency of team-based work.

Conclusion

The primary objective of this study was to examine the impact of modern music on teamwork efficiency within HUAWEI Technologies, with particular emphasis on the

moderating roles of leadership initiatives and corporate culture. Employing a quantitative methodology, data were gathered from 642 employees across various departments through online surveys. The analysis revealed that modern music exerts a substantial positive influence on teamwork efficiency, as evidenced by strong regression weights and predictive values. Utilising SPSS and the Andrew Hayes process macro for data analysis, the study verified that leadership practices and organisational culture significantly moderate the relationship between modern music exposure and team performance outcomes. The findings reveal that modern music enhances employee motivation, focus, and collaboration, with its impact strengthened by empowered leadership and a collaborative culture. Supportive environments marked by open communication and trust further amplify these effects, highlighting the role of strategic leadership and corporate culture in improving teamwork efficiency. The study confirms that leadership and culture not only affect individual performance but also foster team cohesion. Integrating music with positive organisational practices can boost productivity and collaboration. Future research should examine the long-term impact of music and explore additional moderating factors such as individual differences and job-specific characteristics.

Study Limitations

Despite offering valuable insights into the influence of modern music on teamwork efficiency, this study has certain limitations. It was confined to a single organisation (HUAWEI Technologies), which may restrict the applicability of the findings to firms with different leadership styles or corporate cultures. Moreover, the cross-sectional design captures only a single point in time, thereby failing to account for potential long-term effects of music on team performance. The reliance on self-reported data also introduces the possibility of bias, including social desirability and misinterpretation of survey items.

Future Directions

These limitations may be addressed in future research by including a more diverse range of organisations and industry sectors to enhance the generalisability of the findings. Additionally, longitudinal studies could be employed to explore the long-term effects of music on team performance. Further investigations into individual differences in music preferences, as well as the impact of various music genres, would provide deeper insights into the interplay between music, leadership, and teamwork.

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