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## The Impact Of Concerts, Music Festivals, And Nightlife On Work-Life Balance And Work Productivity Among Generation Z

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### ABSTRACT

Study This to study influence attendance at concerts , music festivals and clubs Evening to productivity Work Generation Z in Jakarta, with work-life balance as variable mediation . Although participation in entertainment music the more popular , research about the impact to results Work Still limited . Research This involving 400 workers full time from Generation Z chosen using stratified random sampling based on experience they attend a music event in six month last . Analysis done with Structural Equation Modeling For test connection between variables . Research results show that frequency participation in concerts (  $\beta = 0.204$ ,  $p < 0.001$ ), music festivals (  $\beta = 0.241$ ,  $p < 0.001$ ), and clubs night (  $\beta = 0.255$ ,  $p < 0.001$ ) has an effect significant to productivity work . Influence the mediated partially by increasing work-life balance ( mediation)  $\beta$  between 0.122 to 0.166,  $p < 0.05$ ), which shows that music event functioning as means recovery psychological and improvement motivation . Findings This expanding the work-life balance model by enter entertainment as factor Supporter recovery psychological and improvement performance in Generation Z. In general practical , organization recommended For integrate activity music in welfare programs employees , such as subsidy ticket concerts , internal music events , or policy Work flexible . For makers policy , results This support development MICE and tourism sector music through supportive regulations , convenience licensing , and improvements capacity industry entertainment . Limitations study This covering use of self-report data and cross-sectional design . The study advanced recommended use longitudinal approach

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## 1. Introduction

Tourism nowadays become part from style life get support big from Indonesian government . In 2019 , revenue sector tourist projected beyond sector oil and gas, with a target of 20 million visits traveler abroad (Putri & Anggraini, 2020 ). Indonesia offers various type tourism , especially tour nature that becomes Power pull main . According to CNN Indonesia report ( 2017 ), the government also started push development tour business or MICE (Meeting, Incentive, Convention, and Exhibition) as effort increase amount tourists . Based on data from the International Congress and Convention Association (ICCA) in

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2018, Indonesia recorded 44,445 participants in journey business, placing the country at 34th place in the world. However, the figures this still left behind compared to other Southeast Asian countries such as Thailand (23rd place with 70,892 participants), Singapore (24th place with 69,261 participants), and Malaysia (26th place with 62,271 participants).

In 2017, the Ministry of Tourism emit Guidelines Destination Implementation Meeting, Travel Incentives, Conferences and Exhibitions. Guidelines this entered to in Ministerial Regulation Number 5 of 2017 and signed directly by the Minister of Tourism Arief Yahya on May 12, 2017. Guidelines the explain definition of MICE as provision service For meeting group of people, organization journey for employees and partners business, and organization journey For other groups of people.

One type of tourism that seems to receive less attention from the government is music tourism. In comparison, the UK has utilized the concept of "music tourism" to attract tourists, both domestic and international. In 2013, UK Music, a music industry organization in the UK, began releasing reports on the contribution of music tourism to the country's economy. Based on the 2017 UK Music report, it was recorded that in 2016 as many as 12.5 million tourists came for music-related activities, including 823,000 of whom were foreign tourists. This data illustrates the great appeal of music tourism for travelers.

Although music tourism in Indonesia is still less well-known, the country has a lot of potential to support this type of tourism. As explained by Wibisono (2009), music tourism is a tourism activity based on musical interests, such as visiting a certain country to watch a concert, or visiting a certain area to make a pilgrimage to a famous music site (Putri & Nurhidayati, 2018).

The success of organizing concerts and music festivals is influenced by several factors, one of which is the organization of music activities by the MICE (Meeting, Incentive, Conference, and Exhibition/Event) industry. This industry pays attention to various important aspects in organizing events, such as the regularity of events, guest stars, speakers, promotions, and innovations in interesting activities, as well as promotions targeted at the right market (Herwandi et al., 2021).

Concerts and music festivals are two different forms of musical performances. Concerts are live performances that are usually played by a single musician, called a recital, or a musical ensemble, such as an orchestra, choir, or band (Welianto, 2022). Meanwhile, music festivals are one of the urban community entertainments that offer a variety of experiences processed in art and music performances (Prakosa, 2019), oriented towards live performances by singers that are distinguished by the type of music, nationality, or certain locations and times (Rei, 2023). Concerts and music festivals are an important part of music tourism and as tourist attractions (Wibisono, 2019).

Throughout November and December 2023 alone, Indonesia has hosted various music events, including concerts, music festivals, orchestras, musicals, and *fanmeets* (Widi, 2023). According to data taken by DataIndonesia.id (2023), there were 24 concerts, 26 music festivals, 7 *orchestras*, 2 musicals, and 2 *fanmeets* held in various places in Indonesia. The average market share of music festivals is 17-40 years old who are willing to spend a lot of money to be able to watch their idol musicians on stage (Setyawan et al., 2023). The success of various music events is greatly influenced by the enthusiasm and participation of consumers, especially generation Z.

The increasingly popular music festivals in Indonesia attract people from all generations. The increasingly popular music festivals in Indonesia attract people from all generations. popular in Indonesia interesting attention public from various generations, including Generation Z, who made this event as part important from life social they. Music festival aiming No only For to preserve music that has been develop, but also to fulfil needs of fans music and advance industry Indonesian music (Augustin, 2015). After the COVID-19 pandemic, 2023 marks resurrection back to music festivals and concerts, which are now become means entertainment at a time recovery for many people, including worker young in Jakarta.

Concerts, music festivals and clubs Evening play role important in forming the work-life balance of Generation Z in Jakarta. In addition to being entertainment, activities This functioning as method For reduce stress, increase welfare emotional, and strengthening connection social, which supports balance

life they . Research This investigate How frequency participation in concerts , music festivals and visits to club Evening influence productivity Work Generation Z, well in a way direct and also through improving work-life balance. The relationship between entertainment music and productivity Work the more relevant with need Generation Z for balancing work and life personal they , especially after full times challenge consequence pandemic .

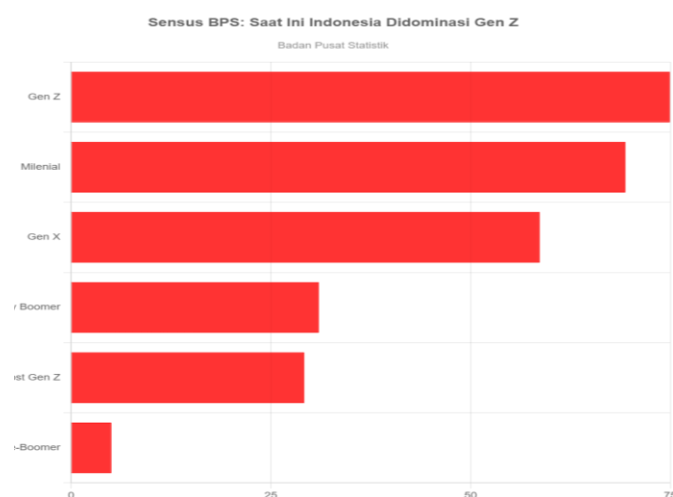
Referring to related data concerts and music festivals held in Indonesia in 2023 , can seen that There is lots of music events big event held throughout years , such as the SLANK 25th Anniversary Tour, Dream Theater Top of the World Tour, and We The Fest 2023. Activities entertainment like This No only give chance For socialize and relax from routine work , but also can functioning as recovery psychological support productivity Work .

Generation Z, who were born between 1997 to 2012, growing in the middle progress digital technology and social media (Eldridge, 2024 ; Dihni, 2022 ). As digital natives, they has used to interact with the internet and digital devices since age early , which affects style life they , including method look for entertainment and expression self ( Fitri et al., 2023 ). Attachment they to technology and entertainment based on music make activity This part important from life they , with impact positive to well-being and productivity Work they .

One of form entertainment that is very popular with Gen Z is concerts and music festivals , which are not only become means socializing , but also a medium for to voice opinion about issues social and environmental (David, 2023 ). Activities This become the more important post COVID-19 pandemic , when Lots from they look for room For let go tired and connected return with environment social (Nabilah, 2023 ).

Gen Z's interest in music even more tall compared to generation previously . Data shows that 19% of them Once take leave Work in a way suddenly to attend concerts , and more of 61% have attend concert throughout life they (Rizk , 2023). The height enthusiasm This No only impact on increasing demand in the industry entertainment , but also show that activity kind of This potential support achieving work-life balance.

In Indonesia, Gen Z plays a significant role in various aspects, such as social, cultural, economic, and tourism. Currently, workers from Gen Z are the largest demographic group in productive age, with an age range between 18 and 27 years (Husodo, 2017; Widi, 2022). Gen Z is now entering productive age and forming a different work culture from the previous generation (Nugroho & Widhiarto, 2023). The following are the results of data from the Central Statistics Agency in 2020 which show differences in population based on generation.



**Figure 1.** 2020 Population Census Data

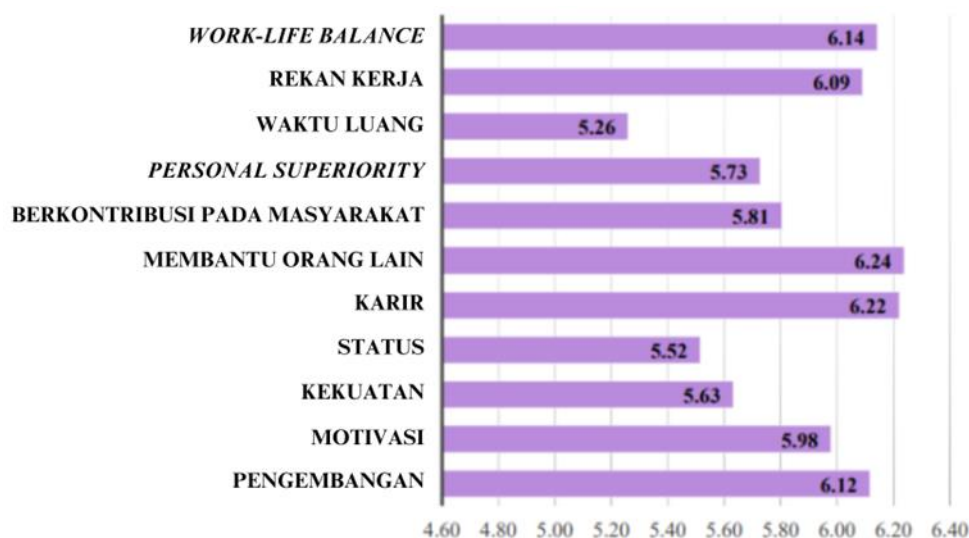
Based on these data, understanding to Gen Z characteristics and preferences become very important, because generation This own potential big For shaping the future of Indonesia in various aspects, good economy, tourism, and social culture. Gen Z is known own different preferences compared to with generation previously, especially in matter work and balance life. They prioritize flexibility, development career, meaningful work, and environment safe and supportive work than wages or high compensation (Smet et al., 2023). In research conducted by Tirto.id on September 20, 2022, on 457 Gen Z who had working, found that 40.72% of Gen Z has Work not enough of two years. The most work taken by Gen Z is employee private (35.89%), workers off (26.91%), followed by with self-employment and employment others (Rohmah, 2022).



**Figure 2.** Comparison Generation Z and Generation Millennials

Findings from research this also shows range income Gen Z monthly income, namely: IDR 100,000 to IDR 2,000,000 (45.95%), IDR 2,000,000 to IDR 5,000,000 (40.26%), IDR 5,000,000 to IDR 10,000,000 (11.38%), and above IDR 10,000,000 (2.41%). See range income This, many Gen Zers face challenge in sufficient need everyday, which can add stress they. One of them characteristics Gen Z's main focus is desire For reach balance between work and life personal, or work-life balance. According to Gen Z, work-life balance is very important For reach condition ideal work. This is driven by level high stress and anxiety in generation this (Agarwal & Vaghela, 2018).

Gen Z was formed by two events big in modern world history: the global recession of 2007–2009 and the COVID-19 pandemic (Eldridge, 2024). Both incident This influence Gen Z mentality and attitudes, making they more focused on welfare personal and stability emotional, which is reflected in preference they to work that can be done support work-life balance. Based on survey Borysenko (2018), 77% of Gen Z reported that work is reason main stress they, besides problem climate, security, and finance. A study by Agarwal & Vaghela (2018) shows that Gen Z is more value mark Work altruistic, such as helping others (6.24), as well as career and work-life balance (6.14), rather than wages or employment status.



**Figure 3.** Gen Z Work Values

Data from Kronos Incorporated ( 2019 ) also confirms that company need consider work-life balance as investment For generation young . In the report said , Gen Z is more prioritize flexibility time work and ability For take leave When just If is required . This is show that for Gen Z, work-life balance means company help employee For manage time they with more fine For work and also life personal they (Pheng & Chua, 2019 ).

Performance and productivity Employees are greatly influenced by the balance between work and life personal ( Rizeki , 2023 ). Gen Z who are more prioritize quality life and well-being in place Work tend own motivation more tall in work , which in turn can increase productivity . Definition productivity in context This is ability For reach goals and expected results in time certain (Fadhli & Khusnia , 2021 in Aulia et al., 2024 ). According to Simanjuntak ( 1993) ( in Agnes Dyah et al., 2023 ), the factors that influence productivity Work including training , mental and physical abilities workers , as well as connection healthy superiors and subordinates . As the next generation focus on balance alive , Gen Z is more notice aspect quality life and mental health compared only chase material .



**Figure 4.** Company Offers For Improving work life balance

Work-life balance plays a role important in increase productivity and performance employees . According to Hudson ( 2005 ) ( in Elfira , 2021 ), work-life balance refers to satisfaction individual in reach



balance between role professional and personal. Singh and Khanna (2011) (in Elfira, 2021) defines draft This as effort balancing career with life personal, including family, hobbies, and growth personal.

Research by Putri (2021) identified five factors that influence work-life balance: time, economy, family, loyalty, attitude, and salary. The time factor, for example, includes time For rest, sleep, and time leisure. Activities in free time free time, such as attend concert or music festivals, can help individual reduce stress and create balance between work and life personal, especially for Gen Z. However, too often involved in entertainment the can impact negative, such as disturbance sleep, decline energy, and the decline productivity work (Waworuntu et al., 2022). In addition, the costs incurred For attend the event can increase pressure financial for Gen Z who are at the stage beginning career (Prasetyo, 2018). Time used For entertainment this can also reduce time For activity productive others, causing accumulation work and reduce performance (Panjaitan & Ariwangsa, 2018).

As a hyper-connected generation with technology, Gen Z utilizes social media For planning and purchasing event tickets as well share experience. They use entertainment night and concert as means For build connection social and expressive self, as seen in popularity club night and music festival in Jakarta among they (Fitri, 2023; Wulandari, 2023). The report "Indonesia Gen Z Report" by IDNTimes (2024) shows that Gen Z is group generation the largest in Indonesia, with concerts and music festivals as the most sought after live event.

Although entertainment This give opportunity social and expression self, too often involved can bother sleep and improve burden financial, which reduces balance life them. Therefore that's important for Gen Z to reach balance between entertainment and work to maintain optimal productivity. Based on problem this, research This aiming For analyze influence concerts, music festivals and clubs Evening to productivity Gen Z work, with work-life balance as variable mediation. Research This expected can give outlook about How activity entertainment This influence balance life and productivity Work as well as offer solution For management more time and stress Good.

## **2. Literature Review**

### **2.1. Tourism and MICE**

Tourism is an integrated system that includes accommodation, transportation, travel agents, restaurants, guides, and souvenir businesses, where all elements interact to create an experience for tourists (Soekadijo, 1997 in Anandhyta & Kinseng, 2020). This phenomenon is born from the synergy between tourists, business actors, government, hosts, and local communities to attract and serve visits (McIntosh & Gupta in Anandhyta & Kinseng, 2020). Traveling for recreational or business purposes—including the use of conference and meeting facilities—makes tourism one of the world's largest economic sectors, contributing to job creation, local income, and infrastructure development (Gursoy & Nunkoo, 2022). According to Suwena & Widyatmaja (2017), the main characteristics of tourism include limited duration, location change, entertainment/recreation orientation, and the role of tourists solely as consumers.

Meanwhile, the MICE (Meeting, Incentive, Convention, Exhibition) segment plays a strategic role in enhancing the destination image, attracting investment, and disseminating knowledge (Safaeva & Adilova, 2020). The MICE industry is considered seven times more profitable than regular recreational tourism and has proven to be promising for the Indonesian economy through organizing international events (Kusuma, 2019). MICE activities integrate transportation, accommodation, consumption, venues, and information and financial technology, making them an important pillar in the modern tourism ecosystem (Dwyer et al., 2020).

### **2.2. Concert**

Concerts are live music performances that attract a wide audience and drive the local economy through ticket spending, accommodation, and consumption (Hitters & Mulder, 2020). In addition to the

entertainment function, concerts can be applied as a medium for sustainable practice and strengthening cultural interactions (Pavluković et al., 2019). Key elements of concert success include business quality (sponsors), artist performance, and number of audiences (Soenarso, 2018); the number of tickets sold and revenue (Putri, 2021); the duration of the event along with preparation and closing (Getz & Page, 2023); and the availability of supporting facilities such as parking and dining areas (Gursoy & Nunkoo, 2022). This live entertainment also functions as stress therapy, a means of self-development, and personality formation through the experience of singing or dancing together (Rasyid, 2010 in Hidayatullah, 2021).

### **2.3. Music Festival**

A music festival is a themed celebration where a number of bands or musicians perform for several days, aimed at promoting cultural attractions and boosting the tourism economy (Goldblatt, 2013; Yanthy & Kesumadewi, 2015). According to Yanthy & Kesumadewi (2015), important indicators of a festival include visitor motivation (live music, venue, curiosity), tourism appeal (cultural theme), location identity, and community involvement as vendors. The festival experience is divided into two dimensions: entertainment—enjoying live performances, singing, dancing—and escapism—escaping from everyday routines with new experiences (Wibisono, 2019).

### **2.4. Night Club**

Nightclubs are nightlife venues that offer live music or DJs, drinks, and dance halls, as well as being a social space for various groups—from students to workers—to express themselves (Tarigan, 2017; Sari, 2015). According to Wolf (1999) in Yamsin & Yuono, (2022), nightlife fulfills the needs of escape, aesthetics, and emotional release. This sector includes discotheques, lounges, karaoke, bars, and the like (Marsum, 2004; Panjaitan & Ariwangsa, 2018). Indicators of nightclub attendance include frequency of visits, suitability of entertainment choices to preferences, socio-economic impacts, and the influence of social media on participant perceptions (Hull et al., 2023). These four subsectors—general tourism, MICE, concerts, music festivals, and nightclubs—bring together elements of recreation, culture, and economy that influence each other, and form a research analysis framework on how music activities and events contribute to the work-life balance and productivity of Generation Z.

### **2.5. Generation Z (Gen Z)**

Generation Z—born in the mid-1990s to early 2000s—is characterized by technological sophistication, honesty, and an informal style of communication on social media (Institute for Emerging Issues, 2012 in Singh & Dangmei, 2016). They tend to be independent (Do-It-Yourself), prioritize experiences over money, and have entrepreneurial aspirations (Schawbel, 2014). However, Gen Z is sometimes perceived as less patient and ambitious, with a short attention span due to their reliance on technology (Generational White Paper, 2011). They are more concerned about the environment and sustainability (Mihelich, 2013), but still need to improve their analytical and decision-making skills (Coombs, 2013).

In the workplace, Gen Z prefers flexible routines—they value schedules that allow for a balance between professional responsibilities and personal needs (Gaidhani et al., 2019). While they tend to be job-hopping, they are willing to stay if they are presented with interesting challenges and a fast-paced career path (Dolot, 2018). Their need for regular feedback, continued learning, and support from their superiors are key drivers of retention and professional commitment.

### **2.6. Behavioral Theory Consumer**

Consumer behavior refers to the decision-making process in acquiring, using, and evaluating products or services (Mowen, 2009 in Sunarto, 2018). Cultural, social, personal, and psychological factors influence each stage of this process (Kotler & Armstrong, 2004). In Gen Z, the most prominent characteristics are:

Technology Adaptation: They are digital natives, prioritizing online shopping and interaction through smart applications (Khairunnisa & Heriyadi, 2023); Sustainability: Strong preference for brands that practice social and environmental responsibility (Lestari, 2022); Social Media: Digital platforms are the main source of product information and recommendations (Lestari, 2022); Financial Literacy: Good financial understanding influences purchasing decisions (Khairunnisa & Heriyadi, 2023); and Personalization: They value products that are customized to personal needs, indicating the importance of psychological factors in consumer decisions (Lestari, 2022).

This consumer behavior theory is relevant to the study of work-life balance (WLB), as Gen Z tends to choose experiences (such as traveling and music concerts) over material possessions—a trend that supports emotional well-being and stress recovery (Francis & Hoefel, 2018; Schroth, 2019).

## **2.7. Work Life Balance**

Work-life balance (WLB) is defined as an individual's ability to balance the demands of work and personal life so that both can be carried out satisfactorily without causing role conflict (Clarke et al. in Obiagelli et al., 2015). Fisher (2001) expanded this understanding by emphasizing the need to balance two or more roles related to the allocation of time, energy, and goal achievement. Thus, WLB is not just the division of work hours versus rest hours, but also psychological involvement and satisfaction in both domains of life (Westman et al. in Saina et al., 2016).

The WLB dimensions according to McDonald and Bradley (in Ramadhani, 2013) include three main aspects: time balance, involvement, and satisfaction. Time balance refers to the proportional allocation of duration between work and non-work activities; involvement balance touches on the extent to which an individual's mental and emotional commitment is spread between professional and personal roles; while satisfaction balance highlights the level of satisfaction felt in each role. These three dimensions are interrelated—insufficient time often decreases involvement and satisfaction, which in turn can lead to stress and burnout.

The benefits of WLB are felt by both individuals and organizations. Personally, WLB results in reduced stress levels, improved mental health, and higher life satisfaction because employees can meet the needs of family, hobbies, and self-care (Nurhabiba, 2020). For companies, employees who have good WLB show higher loyalty, lower absenteeism and turnover, and increased productivity—because their energy and focus at work are more optimal (Lazar et al. in Pangemanan et al., 2017).

Factors that influence the achievement of WLB include organizational culture, job demands, technology, social roles, and company policies. Organizations that implement flexible working hours, remote work options, and mental health leave tend to facilitate WLB better (Pheng & Chua, 2019; Kronos, 2019). Conversely, the pressure of tight deadlines and lack of policy support can hinder employees' efforts to manage their time and engagement in a balanced way, which ultimately has a negative impact on well-being and work performance.

## **2.8. Productivity Work**

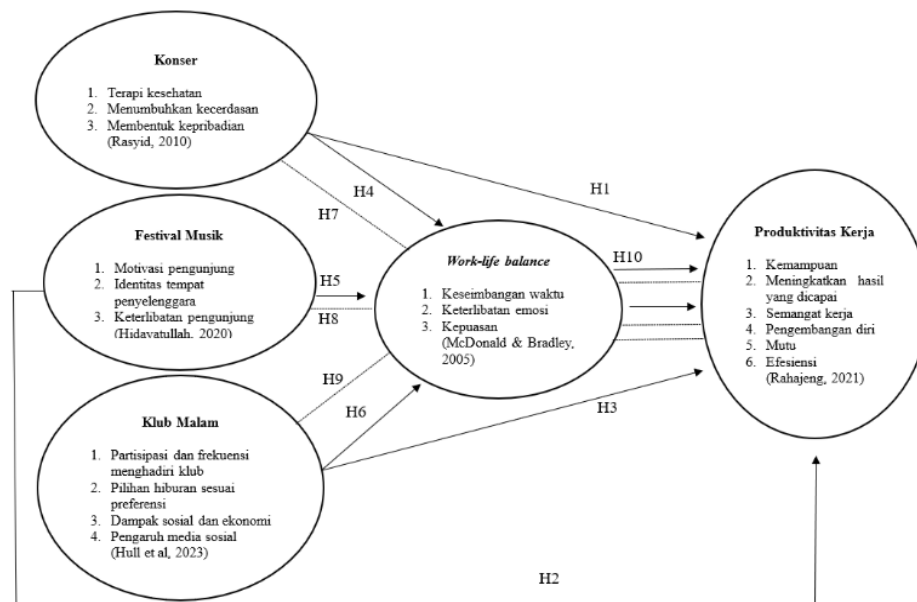
Work productivity is measured as a comparison between the output produced and the input used (Whitmore in Sedarmayanti, 2017; Rahajeng, 2021). The indicators include: employee ability, increased work results, work enthusiasm, self-development, quality of results, and resource efficiency (Sutrisno, 2017). Productive employees demonstrate high involvement, careful planning, and dedication to achieving targets.

Factors that influence productivity include training, psychophysical conditions, and superior-subordinate relationships (Simanjuntak in Agnes Dyah et al., 2023). Work-life balance plays an important role as a catalyst: good WLB increases energy, focus, and motivation, thus supporting quality performance



(Putri et al., 2020; Malik et al., 2021). Gen Z who are able to manage WLB report lower stress and better work performance, emphasizing the importance of work-life balance in achieving optimal productivity.

The conceptual model in this study was designed to describe the relationship between Generation Z's participation in music activities and work productivity, through the mediation of work-life balance. This model represents the direct and indirect pathways of influence of concerts, music festivals, and nightclubs on work productivity. The following figure shows the conceptual model used in this study.



**Figure 5.** Conceptual Framework Model

### 3. Methodology

This study uses a quantitative method with a causal associative approach, which aims to identify the cause-and-effect relationship between several variables. According to Sugiyono (2019), causal associative research focuses on the relationship between two or more variables, with an emphasis on the influence of independent variables on dependent variables. In this study, this approach is used to analyze the impact of concerts, music festivals, and nightclubs on work productivity, with work-life balance (WLB) as a mediating variable that explains the indirect effect.

Quantitative methods are chosen because of their ability to collect numerical data that can be measured systematically and structured. This approach allows for objective research and is in accordance with scientific principles such as measurability and systematicity (Sugiyono, 2018). The main focus of quantitative research is to test hypotheses and analyze the results in depth using statistical techniques, which allows researchers to draw valid conclusions about the relationships between the variables studied.

This study focuses on Gen Z working in DKI Jakarta, referring to data from the Central Statistics Agency (BPS) which recorded the largest number of workers in the 20-24 age group. The research respondents consisted of 400 Gen Z with certain criteria, such as having work experience, monthly income between IDR 4,000,000 to IDR 10,000,000, and working in a dynamic environment, such as a startup company, ASN/BUMN, or as a freelancer. These criteria are important to ensure the relevance and relevance of research results to WLB and work productivity.

To analyze the data, this study used the Partial Least Square (PLS) method, which allows testing complex relationships between dependent and independent variables. PLS analysis was carried out through the SmartPLS program (v.3.2.7), which involves testing convergent validity and measurement models. Convergent validity is tested by looking at the outer loading and Average Variance Extracted (AVE) values,

which must meet certain criteria to ensure that the indicators used are relevant and valid in this study. The AVE value is expected to exceed a score of 0.5. In finding AVE, it can be formulated as follows:

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \text{var } \varepsilon_i}$$

$\lambda_i$  : indicates *loading factor* ( *convergent validity* )

$\text{var } \varepsilon_i$  :  $1 - \lambda_i$

After indicator tested reflective , testing validity discriminant done with compare cross loading value . Indicator considered valid if own the highest loading factor value on the intended construct and more big from construct others . Validity discriminants are also checked use Fornell-Larcker criteria . Average Variance Extracted (AVE) is used For assess the average communality of latent variables , with AVE value that must be more of 0.50. Reliability latent variables are considered Good If mark reliability composite and Cronbach's Alpha is higher of 0.7 ( Mardiana & Faqih, 2019 ). Limits are set to avoid variables and indicators that measure the same phenomenon. Composite reliability can be determined by a certain formula.

$$pc = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum \text{var } \varepsilon_i}$$

$\lambda_i$  : indicates loading factor (convergent validity)

$\text{var } \varepsilon_i$  :  $1 - \lambda_i$

In research this , stage beginning data analysis includes presentation descriptive in the form of table percentage and mean calculation for variable concert , music festival , club night , work-life balance, and productivity Work . A 1–5 rating scale is classified to in five categories — starting from “Strongly Disagree ” to “ Strongly Agree ” —with interval range 0.80. Interpretation of the mean is used For describe trend perception Respondent to every variables and become base discussion connection intervariable in study This .

Next , the structural model tested using PLS-SEM. Coefficient determination ( $R^2$ ) measures to what extent the variables independent explain endogenous variance , with categories « strong » (  $\geq 0.67$  ), « moderate » (  $\geq 0.33$  ), and « weak » (  $\geq 0.19$  ). Multicollinearity checked through tolerance ( $< 0.20$ ) and Variance Inflation Factor ( $> 5$ ), while effect size ( $f^2$ ) assesses the contribution of each latent variable ( small  $\geq 0.02$ ; moderate  $\geq 0.15$ ; large  $\geq 0.35$  ). Relevance predictive model is assessed via  $Q^2$  ( $> 0$  indicates prediction good ), and Goodness of Fit ( GoF ) is calculated as root from ( $AVE \ R^2$ ), with threshold small (0.10), medium (0.25), and large (0.38).

For ensure validity and reliability instrument , convergent validity testing was carried out through outer loading (  $\geq 0.70$ ; or  $\geq 0.30$  for sample  $\geq 350$  ) and Average Variance Extracted ( $> 0.50$  ). Discriminant validity is confirmed with Fornell-Larcker criteria and cross-loading analysis . Internal consistency of the instrument measured with Cronbach's Alpha and composite reliability, both must  $\geq 0.70$ . Finally , hypothesis testing use t statistic (  $t = b - / s(b - )$  ) at the level significance of 0.05, where the t value  $> 1.97$  or  $p < 0.05$  indicates influence significant variables . With procedure this , research expected produce reliable and reliable findings applied in industrial strategy development tourist music as well as policy welfare Work Generation Z.

## 4. Results and Discussion

### 4.1. Results

The population of this study is Gen Z who work and live in DKI Jakarta, with data on the workforce aged 20-24 years of 559,794 people according to BPS DKI Jakarta 2024. With a sample of 400 respondents (e = 5%), the questionnaire has been distributed. Respondent characteristics include gender, occupation, length of service, income, and last education. The division of respondents by gender can be seen in Table 4.1.

**Table 4.1** Respondent Characteristics by Gender

No	Gender	Number of people)	Percentage (%)
1.	Man	159	39.75
2.	Woman	241	60.25
	Total	400	100%

Of the 400 Gen Z respondents in Jakarta, 131 people (39.75%) were of the same gender. sex men and 269 people (60.25%) women , so majority is women . Findings This in line with IDN TIMES ( 2024 ) reporting that 63% of Gen Z women are more often attend concerts and music festivals , as well as Tristan & Yulianto's study ( 2024 ) stated that Woman more intense and expressive in enjoy music .

Research result show characteristics Respondent based on type job , length of service , income , and level education . A total of 161 respondents or 40.25% work in startups, which is interesting Gen Z's attention because the value of work-life balance offered . In addition , 92 respondents (23%) work as freelancers, 83 respondents (20.75%) in the sector private sector , and 64 respondents (16%) work in ASN/BUMN. Involvement they in startup reflects compatibility with Gen Z characteristics that prioritize flexibility in work .

Regarding length of service , the majority respondents , namely 150 people (37.5%), have a working period between 2 to 3 years , followed by 147 people (36.75%) who worked between 1 to 2 years . While Of that , 46 people (11.5%) had a working period not enough from One years , and 57 people (14.25%) have Work more from three years . Duration more work long This show level loyalty to company as well as attention to balance work and life an increasingly personal important for Gen Z.

Based on income data , the majority respondents (60.25%) have income monthly between Rp 5,000,000 to Rp 10,000,000. While 22.5% of respondents to obtain income between Rp. 10,000,000 to Rp. 15,000,000, and 13.75% of respondents own income not enough from Rp 5,000,000 . More income tall tend make it easier for Gen Z to attend entertainment like concerts and music festivals , although those who earn more low still can participate in activity the .

From the side education , majority respondents (51.5%) have D4/S1 degree , followed by 33.5% with background behind D3 education , 10.5% with high school, and 4.5% with Master's degree . Level of education This show that part The majority of Gen Z workers in Jakarta have background behind education high , which supports mobility career and improve opportunity they For access benefits of work-life balance in the workplace Work .

Analysis more carry on disclose that majority Respondent is women , working in a startup company with a work period of 1–3 years , and earning Rp 5–10 million per month . Characteristics This reflect Gen Z's preferences for environment Work flexible and supportive balance work – life . Next , will served statistics descriptive For variable independent , mediator, and dependent . Summary statistics descriptive for each variable shown in Table 4.2 as following .

**Table 4.2** Descriptive Statistics of Variables

Variables	N	Min	Max	Mean	Standard Deviation
Work Productivity (Y)	400	1	5	4.208	0.944
Concert (X1)	400	1	5	4.092	1.046
Music Festival (X2)	400	1	5	3.991	1.109
Night Club (X3)	400	1	5	4.233	0.880
Work-Life Balance (Z)	400	1	5	4.306	0.782

Table 4.2 serve statistics For productivity work , entertainment , and work-life balance. Average productivity Work reached 4.208 (SD=0.944), indicating perception positive Respondent to productivity they . Participation in concerts (mean=4.092) and music festivals (mean=3.991) indicate Respondent feel activity This give benefit for they . Night club to obtain mark highest (4,233), reflecting perception strong to entertainment This as means expression self and relaxation . Work-life balance is recorded with mark highest (4.306; SD=0.782), indicating balance good work-life . This result confirm contribution entertainment to well-being and productivity Gen Z work in Jakarta.

Validity convergent indicator in study is stages the beginning that must be conducted using the PLS-SEM method . Validity test convergent indicator is testing validity convergent indicators that are carried out with consider outer loadings value on each indicator . In the research this , validity convergent tested use outer loadings values for every indicator . Based on standard SmartPLS , valid outer loadings values must be more big from 0.7, although For more samples large (  $\geq 350$ ), value This can lowered to 0.3. With amount respondents reached 400 , all 49 indicators were tested show outer loadings values between 0.706 to 0.864, all of which fulfil threshold 0.7. Values This indicates that indicators is valid for measure construct variable in study this , including variable like productivity work , concert , music festival , club evenings , and work-life balance. With Thus , the data obtained can reliable For analysis more carry on .

**Table 4.3** Average Variance Extracted (AVE)

Variables	AVE
Concert	0.625
Music Festival	0.626
Nightclub	0.691
<i>Work-Life Balance</i>	0.647
Work Productivity	0.566

Average Variance Extracted (AVE) analysis shows that all construct in study This own AVE value is above 0.5, which means the indicators succeed explain more of 50% of its variance and is valid in terms of convergent . Table 4.4 shows results Fornell-Larcker Criterion test which confirms validity discriminant . Testing This ensure that every construct in more models correlated with the indicator Alone than with construct others , shows validity adequate discriminant .

**Table 4.4** Average Variance Extracted (AVE)

	Concert	Music Festival	Nightclub	Work Productivity	<i>Work-Life Balance</i>
Concert X <sub>1</sub>	0.791				
Music Festival X <sub>2</sub>	0.310	0.791			

<b>Night Club X<sub>3</sub></b>	0.359	0.524	<b>0.831</b>		
<b>Work Productivity Y</b>	0.524	0.546	0.585	<b>0.753</b>	
<b>Work-Life Balance Z</b>	0.424	0.402	0.432	0.553	<b>0.802</b>

AVE value for construct concert is 0.791, more tall from the correlation with music festivals (0.310), clubs night (0.359), productivity work (0.524), and work-life balance (0.424), showed validity good discriminant . Reliability test measure internal consistency of the instrument , with ideal value above 0.70. Garson ( 2016 ) recommends value 0.80 for reliability good and 0.90 for very high , indicating the more tall mark reliability , the more can reliable instrument the .

**Table 4.5** Cross Loading

	<b>Music Festival</b>	<b>Nightclub</b>	<b>Concert</b>	<b>Work Productivity</b>	<b>Work-Life Balance</b>
FM10	<b>0.802</b>	0.386	0.305	0.419	0.288
FM11	<b>0.787</b>	0.362	0.261	0.442	0.221
FM2	<b>0.804</b>	0.329	0.289	0.465	0.396
FM3	<b>0.794</b>	0.321	0.264	0.427	0.276
FM4	<b>0.807</b>	0.382	0.252	0.442	0.307
FM5	<b>0.813</b>	0.388	0.278	0.436	0.310
FM6	<b>0.790</b>	0.555	0.213	0.414	0.383
FM7	<b>0.757</b>	0.496	0.164	0.354	0.351
FM8	<b>0.761</b>	0.532	0.193	0.435	0.277
FM9	<b>0.797</b>	0.405	0.234	0.477	0.357
K1	0.231	0.239	<b>0.833</b>	0.385	0.326
K2	0.351	0.377	<b>0.831</b>	0.540	0.451
K3	0.288	0.308	<b>0.839</b>	0.416	0.382
K4	0.224	0.325	<b>0.824</b>	0.404	0.377
K5	0.186	0.262	<b>0.768</b>	0.397	0.245
K6	0.212	0.197	<b>0.723</b>	0.400	0.254
K7	0.165	0.230	<b>0.706</b>	0.295	0.194
KM1	0.423	<b>0.809</b>	0.351	0.557	0.320
KM10	0.489	<b>0.816</b>	0.322	0.538	0.423
KM2	0.383	<b>0.847</b>	0.260	0.420	0.361
KM6	0.411	<b>0.808</b>	0.288	0.461	0.331



	Music Festival	Nightclub	Concert	Work Productivity	Work-Life Balance
KM7	0.452	<b>0.826</b>	0.318	0.555	0.339
KM8	0.446	<b>0.850</b>	0.248	0.401	0.354
KM9	0.430	<b>0.864</b>	0.283	0.430	0.362
PK1	0.345	0.383	0.350	<b>0.752</b>	0.317
PK10	0.415	0.444	0.413	<b>0.767</b>	0.478
PK11	0.355	0.361	0.364	<b>0.723</b>	0.402
PK12	0.473	0.518	0.412	<b>0.773</b>	0.438
PK13	0.450	0.468	0.389	<b>0.740</b>	0.446
PK14	0.335	0.405	0.326	<b>0.719</b>	0.369
PK15	0.445	0.417	0.416	<b>0.779</b>	0.414
PK2	0.408	0.434	0.437	<b>0.769</b>	0.482
PK3	0.398	0.423	0.408	<b>0.745</b>	0.432
PK4	0.373	0.394	0.362	<b>0.721</b>	0.410
PK5	0.373	0.447	0.406	<b>0.713</b>	0.328
PK6	0.476	0.518	0.405	<b>0.793</b>	0.492
PK7	0.442	0.473	0.426	<b>0.809</b>	0.449
PK8	0.479	0.452	0.409	<b>0.761</b>	0.422
PK9	0.351	0.430	0.369	<b>0.716</b>	0.331
WLB1	0.312	0.316	0.353	0.445	<b>0.792</b>
WLB10	0.362	0.398	0.387	0.474	<b>0.832</b>
WLB11	0.317	0.350	0.288	0.406	<b>0.777</b>
WLB12	0.350	0.339	0.308	0.476	<b>0.850</b>
WLB2	0.320	0.347	0.331	0.499	<b>0.842</b>
WLB3	0.355	0.340	0.351	0.460	<b>0.803</b>
WLB4	0.320	0.288	0.290	0.365	<b>0.787</b>
WLB6	0.348	0.412	0.386	0.464	<b>0.805</b>
WLB7	0.277	0.290	0.298	0.413	<b>0.786</b>

	Music Festival	Nightclub	Concert	Work Productivity	Work-Life Balance
WLB8	0.313	0.323	0.341	0.385	<b>0.776</b>
WLB9	0.287	0.376	0.356	0.491	<b>0.794</b>

Reliability instrument tested using Cronbach's Alpha, with minimum threshold of 0.7 for state indicator reliable (Neuman, 2014). Indicators that meet the criteria This considered consistent generate data on measurement repeated . Table 4.6 shows mark reliability every variable ..

**Table 4.6** Cronbach's Alpha

Variables	Cronbach's Alpha	N Item	Information
Work Productivity (Y)	0.945	15	Reliable
Concert (X <sub>1</sub> )	0.900	7	Reliable
Music Festival (X <sub>2</sub> )	0.934	10	Reliable
Night Club (X <sub>3</sub> )	0.926	7	Reliable
Work-Life Balance (Z)	0.938	10	Reliable
<b>Number of Valid and Reliable Indicators</b>		<b>49</b>	

Table 4.6 shows that all variable in study This own reliability high . Variable productivity work (Y) with 15 indicators recorded a Cronbach's Alpha of 0.945. For concert (X1), 7 of 8 indicators reliable (0.900), music festivals (X2) 10 of 11 indicators (0.934), and clubs night (X3) 7 out of 10 indicators (0.926). However , work-life balance (Z) only 10 out of 12 indicators are reliable , with Cronbach's Alpha value is low , namely 0.348. Table 4.7 strengthens this. results This through Composite Reliability value which shows good internal consistency between indicator construct .

**Table 4.7** Composite Reliability

Variables	Composite reliability (rho <sub>a</sub> )
Work Productivity (Y)	0.947
Concert (X <sub>1</sub> )	0.918
Music Festival (X <sub>2</sub> )	0.935
Night Club (X <sub>3</sub> )	0.928
Work-Life Balance (Z)	0.947

Analysis reliability show that all latent variables have composite reliability value ( rho<sub>a</sub> ) above 0.90, indicating instrument study consistent and accurate in measure construct . This is strengthen data reliability and support validity results research . While that , validity indicator tested through Pearson Correlation value , with indicator declared valid if the p-value < 0.05. Tables following serve the results of the validity test of each indicator .

Analysis reliability show that all latent variables have composite reliability value ( rho<sub>a</sub> ) above 0.90, indicating instrument study consistent and accurate in measure construct . This is strengthen data reliability and support validity results research . While that , validity indicator tested through Pearson Correlation value , with indicator declared valid if the p-value < 0.05. Tables following serve the results of the validity test of each indicator .

**Table 4.8** Validity Test Results on Work Productivity Variable (Y)

Indicator	Correlation value	P-Value	Information
PK01	0.752 **	0,000	Valid
PK10	0.767 **	0,000	Valid
PK11	0.723 **	0,000	Valid
PK12	0.772 **	0,000	Valid
PK13	0.740 **	0,000	Valid
PK14	0.719 **	0,000	Valid
PK15	0.779 **	0,000	Valid
PK02	0.769 **	0,000	Valid
PK03	0.745 **	0,000	Valid
PK04	0.721 **	0,000	Valid
PK05	0.713 **	0,000	Valid
PK06	0.793 **	0,000	Valid
PK07	0.810 **	0,000	Valid
PK08	0.761 **	0,000	Valid
PK09	0.717 **	0,000	Valid

The work productivity variable (Y) consists of 15 reliable indicators. Based on the information in Table 4.8, it can be seen that the p-value for each indicator is 0.000 (p-value <0.05). This means that the 15 indicators in the work productivity variable (Y) can be stated as reliable and valid to measure the variable.

**Table 4.9** Validity Test Results on Work Productivity Variable (X<sub>1</sub>)

Indicator	Correlation value	P-Value	Information
K01	0.833 **	0,000	Valid
K02	0.831 **	0,000	Valid
K03	0.839 **	0,000	Valid
K04	0.824 **	0,000	Valid
K05	0.768 **	0,000	Valid
K06	0.723 **	0,000	Valid
K07	0.706 **	0,000	Valid

The concert variable (X<sub>1</sub>) is the first independent variable in this study. The concert variable (X<sub>1</sub>) consists of seven reliable indicators. Based on the information in Table 4.9, it can be seen that the p-value for each indicator is 0.000 (p-value <0.05). This means that the seven indicators in the concert variable (X<sub>1</sub>) can be stated as reliable and valid to measure the variable.

**Table 4.10** Validity Test Results on Music Festival Variable (X<sub>2</sub>)

Indicator	Correlation value	P-Value	Information
FM10	0.801 **	0,000	Valid
FM11	0.787 **	0,000	Valid
FM02	0.804 **	0,000	Valid
FM03	0.795 **	0,000	Valid
FM04	0.807 **	0,000	Valid
FM05	0.813 **	0,000	Valid
FM06	0.790 **	0,000	Valid
FM07	0.757 **	0,000	Valid
FM08	0.761 **	0,000	Valid
FM09	0.798 **	0,000	Valid

Next is the music festival variable (X<sub>2</sub>), where this variable consists of 10 reliable indicators. Based on the information in [table 4.10](#), it can be seen that the p-value for each indicator is 0.000 (p-value <0.05). This means that 15 indicators in the music festival variable (X<sub>2</sub>) can be declared reliable and valid to measure the variable.

**Table 4.11** Validity Test Results on Nightclub Variable (X<sub>3</sub>)

Indicator	Correlation value	P-Value	Information
KM01	0.808 **	0,000	Valid
KM10	0.816 **	0,000	Valid
KM02	0.847 **	0,000	Valid
KM06	0.807 **	0,000	Valid
KM07	0.826 **	0,000	Valid
KM08	0.850 **	0,000	Valid
KM09	0.864 **	0,000	Valid

Next is the nightclub variable (X<sub>3</sub>) which consists of 7 reliable indicators. Based on the information in [Table 4.11](#), it can be seen that the p-value for the 7 indicators is 0.000 (p-value <0.05). This means that the 7 indicators in the nightclub variable (X<sub>3</sub>) can be stated as reliable and valid to measure the variable.

**Table 4.12** Validity Test Results on Nightclub Variable (X<sub>3</sub>)

Indicator	Correlation value	P-Value	Information
WLB01	0.802 **	0,000	Valid
WLB10	0.832 **	0,000	Valid
WLB11	0.788 **	0,000	Valid
WLB02	0.832 **	0,000	Valid
WLB03	0.808 **	0,000	Valid
WLB04	0.785 **	0,000	Valid
WLB06	0.808 **	0,000	Valid
WLB07	0.786 **	0,000	Valid
WLB08	0.780 **	0,000	Valid
WLB09	0.793 **	0,000	Valid

*work-life balance (Z)* variable is a mediating variable in this study. *The work-life balance (Z)* variable consists of 10 reliable indicators. Based on the information in [Table 4.12](#), it can be seen that the p-value for the 10 indicators is 0.000 (p-value <0.05). This means that the 10 indicators in *the work-life balance (Z)* variable can be stated as reliable and valid to measure the variable.

The model fit test in this study was carried out using the Standardized Root Mean Square (SRMR) value.

**Table 4.13** SRMR Value

SRMR	Fit
0.00	Perfect fit
< 0.05	Very good fit
0.05 - 0.10	Good fit
0.10 - 0.15	Acceptable fit
> 0.15	Poor fit

If the SRMR value is 0, then the model is declared a perfect fit. For SRMR values less than 0.05, it indicates that the model has a good level of fit. At SRMR values between 0.05 and 0.10, it can be interpreted that the resulting research model has a level of fit that is still acceptable. Meanwhile, if the SRMR value shows a value of more than 0.10, it means that the research model is not suitable (Whittaker & Schumacker, 2022). Table 4.14 shows the results of the model fit test used in this study.

**Table 4.14** Research Model Suitability Test Results

Component	Estimation Model
SRMR	0.062
d_ ULS	4.689
d_ G	2.222
Chi-Square	4495.049
NFI	0.732

Based on the information in table 4.14, the SRMR value for the estimation model proposed in this study is 0.062. This value is in the range of 0.05–0.10. Therefore, the level of suitability of the research model to see the direct and indirect effects on Gen Z work productivity is still acceptable.

The coefficient of determination value is a value that shows the ability of the model to explain data and variables in the study. In general, the coefficient of determination is used to check the suitability of the structural model built in a study (Lu et. al., 2023). The coefficient of determination is symbolized by  $r^2$ . Table 4.15 shows the coefficient of determination values based on the model built in this study.

**Table 4.15** Value of Determination Coefficient in Research Model

Variables	Value of Determination Coefficient ( $r^2$ )
Work-Life Balance (Z)	0.297
Work Productivity (Y)	0.598

Table 4.15 shows that the research model consists of two substructures. First model test influence concerts (X1), music festivals (X2), and clubs night (X3) against work-life balance (Z), with coefficient determination ( $R^2$ ) of 0.297, which means third variable explains 29.7% of the variation in Z. The remainder (70.3%) is influenced by other factors. The second model test the influence of X1, X2, X3, and Z on productivity Gen Z (Y) work, with  $R^2$  of 0.598 or 59.8%. Hypothesis testing done at the level significance of 5%, with criteria  $t > 1.96$  or  $p < 0.05$  for state influence significant.

**Table 4.16** Value of Determination Coefficient in Research Model

Track	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
H1 Concert → Work Productivity	0.204	0.206	0.058	3,540	0.000
H2 Music Festival → Work Productivity	0.241	0.239	0.072	3.357	0.000
H3 Night Club → Work Productivity	0.255	0.246	0.050	5,078	0.000



	Track	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H4	Concert → <i>Work-Life Balance</i>	0.276	0.277	0.059	4.702	<b>0.000</b>
H5	Music Festival → <i>Work-Life Balance</i>	0.199	0.199	0.057	3.489	<b>0.000</b>
H6	Night Club → <i>Work-Life Balance</i>	0.226	0.226	0.059	3,860	<b>0.000</b>
H7	Concert → <i>Work-Life Balance</i> → Work Productivity	0.122	0.126	0.070	1,742	<b>0.041</b>
H8	Music Festival → <i>Work-Life Balance</i> → Work Productivity	0.160	0.155	0.093	1,725	<b>0.043</b>
H9	Night Club → <i>Work-Life Balance</i> → Work Productivity	0.166	0.148	0.078	2.119	<b>0.017</b>
H10	<i>Work-Life Balance</i> → Work Productivity	0.120	0.139	0.071	1,696	<b>0.045</b>

Table 4.16 shows that concerts, music festivals and clubs Evening influential significant to productivity work and work-life balance, indicated by a t- statistic value > 1.96 and a p-value approaching 0. Nightclubs own the strongest influence to productivity (t = 5.078). In addition, the third variables also have an effect in a way No direct to productivity through work-life balance, even though its influence more weak compared to influence directly. Tables 4.15 and 4.16 summarize hypothesis test results, including t, p, and decision values on hypothesis that tests connection direct and indirect direct between variable.

**Table 4.17** Exogenous versus Endogenous Variable Hypothesis

	Track	T Statistics ( O/STDEV )	T Table	P Value	Significance	Conclusion
H1	Concert → Work Productivity	3,540	1.96	<b>0.000</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H2	Music Festival → Work Productivity	3.357	1.96	<b>0.001</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H3	Night Club → Work Productivity	5,078	1.96	<b>0.000</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H4	Concert → <i>Work-Life Balance</i>	4.702	1.96	<b>0.000</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H5	Music Festival → <i>Work-Life Balance</i>	3.489	1.96	<b>0.001</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H6	Night Club → <i>Work-Life Balance</i>	3,860	1.96	<b>0.000</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H10	<i>Work-Life Balance</i> → Work Productivity	1,696	1.96	<b>0.045</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted

Table 4.17 shows t-test results for testing hypothesis. As a result, all Hypothesis (H1–H6 and H10) are accepted because own  $t$  value  $> 1.96$  and  $p < 0.05$ . Concerts, music festivals, and clubs Evening proven influential significant to productivity work and work-life balance. Nightclubs give the strongest influence to productivity ( $t = 5.078$ ). In addition, work-life balance also has an effect significant to productivity work (H10,  $t = 1.696$ ;  $p = 0.045$ ).

**Table 4.18** Hypothesis of Exogenous Variables Against Endogenous Through Mediator Variables

Track	T Statistics ( O/STDEVI )	T Table	P Value	Significance	Conclusion
H7 Concert → <i>Work-Life Balance</i> → Work Productivity	1,742	1.96	<b>0.041</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H8 Music Festival → <i>Work-Life Balance</i> → Work Productivity	1,725	1.96	<b>0.043</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted
H9 Night Club → <i>Work-Life Balance</i> → Work Productivity	2.119	1.96	<b>0.017</b>	0.05	(H <sup>1</sup> ) Hypothesis Accepted

Table 4.18 display hypothesis test results No direct between variable exogenous to productivity Work through work-life balance as a mediator.

- H7: Concerts have an impact significant to productivity Work through work-life balance ( $t = 1.742$ ;  $p = 0.041$ ; coefficient = 0.122).
  - H8: Music festivals also show influence significant in a way No directly ( $t = 1.725$ ;  $p = 0.043$ ; coefficient = 0.160).
  - H9: Nightclub own influence No significant direct effect ( $t = 2.119$ ;  $p = 0.017$ ; coefficient = 0.166).
- Summary testing the  $t$  hypothesis shows that :
- Influential concert direct significant to productivity work ( $t = 3.540$ ;  $p = 0.000$ ; coefficient = 0.204).
  - Music festivals also have an influence direct in a way significant ( $t = 3.357$ ;  $p = 0.000$ ; coefficient = 0.241).
  - Nightclub show influence the strongest direct to productivity ( $t = 5.078$ ;  $p = 0.000$ ; coefficient = 0.255).
  - Influential concert positive and significant on work-life balance ( $t = 4.702$ ;  $p = 0.000$ ; coefficient = 0.276).
  - Music festivals also have an influence significant on work-life balance ( $t = 3.489$ ;  $p = 0.000$ ; coefficient = 0.199).
  - Nightclub participate influential significant on work-life balance ( $t = 3.860$ ;  $p = 0.000$ ; coefficient = 0.226).
  - In general No live, concert influence productivity through work-life balance ( $t = 1.742$ ;  $p = 0.041$ ; coefficient = 0.122).
  - Music festivals also influence productivity in a way No direct through work-life balance ( $t = 1.725$ ;  $p = 0.043$ ; coefficient = 0.160).
  - Nightclub own influence No significant direct to productivity through work-life balance ( $t = 2.119$ ;  $p = 0.017$ ; coefficient = 0.166).
  - Work-life balance itself influential significant to productivity work ( $t = 1.696$ ;  $p = 0.045$ ; coefficient = 0.120).

All hypothesis accepted Because fulfil criteria significance ( $p < 0.05$  and  $t > 1.96$ ), both For influence direct and also No direct .

## **4.2. Discussion**

Music concerts, as a popular cultural phenomenon, are not just a mere entertainment event. A study conducted by Hidayatullah ( 2021 ), has revealed a deeper dimension of the influence of concerts on individuals. In addition to shaping musical tastes and providing a profound aesthetic experience, concerts also act as effective health therapy. Music played at concerts has the power to relieve stress, improve mood, and overall improve emotional well-being. The correlation between music concerts and work-life balance is increasingly interesting to explore. Referring to the definition of work-life balance put forward by Muliawati & Frianto ( 2020 ) and Mahardika et al. ( 2022 ), it can be concluded that concerts contribute significantly to creating a balance between personal and professional life. By providing space for individuals to relax, forget about routines for a moment, and connect with others, concerts indirectly help individuals feel more satisfied with their lives as a whole. This is in line with the findings of this study which show a positive and significant influence of concerts on work-life balance.

festivals , as large events that bring together thousands or even millions of people, are not just mere entertainment. Immersive experiences in a vibrant atmosphere, intense social interactions, and exposure to diverse music create conditions conducive to mental and emotional recovery (MakeltSoundGreat.com, 2023 ; Nadya, 2023 ). As studied by (Pavluković et al., 2019 ), participation in community events can reduce stress levels and increase life satisfaction. In addition, a study by Putri & Nurhidayati ( 2018 ) showed that direct music experiences can trigger the release of endorphins which play a role in improving mood and reducing feelings of isolation. In other words, music festivals act as a means to restore mental and emotional energy that is drained due to the demands of work and daily life. This recovery is very important to maintain a balance between personal and professional life, or what is often referred to as work-life balance. In line with this study, music festivals show a positive and significant effect on work-life balance.

Nightclubs are a night entertainment that is also widely enjoyed and in demand to relieve stress. In a study by Panjaitan & Ariwangsa ( 2018 ) it was found that nightclubs usually feature music played by DJs and offer dance halls, some of which have live music performances. This intense sensory experience can be an effective coping mechanism to reduce stress and improve mood. In addition, a study by Hitters & Mulder ( 2020 ) showed that participating in recreational activities involving music can increase creativity and cognitive flexibility, both of which are important aspects in achieving balance between personal and professional life. Enjoying this music then becomes a form of entertainment or music tourism that can support work-life balance. This is in line with the results of this study, where nightclubs have a positive and significant influence of 22.9 percent on work-life balance.

### **4.2.1. Concerts, Music Festivals and Nightclubs, Work-Life Balance for Productivity Gen Z Work**

Generation Z, who grew up with music as an integral part of their daily lives, shows a strong attachment to live music experiences. In big cities like Jakarta, concerts, music festivals, and nightclubs are an inseparable part of Gen Z's lifestyle. Work productivity indicates the level of success of an individual in completing tasks and is a measure of the effectiveness of resource use in an organization or company (Rahajeng, 2021 ; Soetrisno, 2017 ). Work productivity, as defined by Rahajeng ( 2021 ) and Soetrisno ( 2017 ), is an indicator of an individual's success in achieving work goals. The findings of this study indicate that participation in music activities such as concerts, music festivals, and nightclubs not only provides personal satisfaction but also contributes to increased work productivity. This may seem counter-intuitive, but it can be explained through the lens of work-life balance. These music activities provide a space for individuals to escape from work routines, reduce stress, and restore mental energy. In other words, enjoyable music

experiences act as an effective recovery mechanism, allowing individuals to return to work with greater enthusiasm and focus.

The results of the study showed a positive and significant correlation between the frequency of attending concerts, music festivals, and nightclubs with increased work productivity in Gen Z respondents working in Jakarta. This phenomenon can be explained through several mechanisms. First, these musical activities provide a space for individuals to escape from work routines, reduce stress, and restore mental energy. In addition, research by Rahajeng ( 2021 ) and Putri ( 2021 ) shows that recreational activities involving music can increase creativity and innovation, both of which are valuable assets in an increasingly competitive workplace. Thus, it can be concluded that concerts, music festivals, and nightclubs, instead of being obstacles to productivity, can actually be catalysts for improving individual performance. This conclusion is in line with the results of this study, the results of data processing show that concerts, music festivals, nightclubs, and work-life balance have a positive and significant effect on work productivity.

Participation in music activities not only has an impact on work productivity, but is also closely related to the concept of work-life balance. Generation Z, who often face high demands at work, seeks a balance between personal and professional life. Music activities provide a place for them to socialize, explore interests, and build self-identity. Thus, music activities are not only a form of entertainment, but also an investment in self-well-being. This study shows that by maintaining a good balance between personal and professional life, Gen Z individuals can increase their overall productivity and job satisfaction.

Previous studies have shown that exposure to nightclubs can have a negative impact on work productivity. Gen Z who frequently spend time at nightclubs may experience sleep disturbances, fatigue, and lack of concentration at work, with these effects indicating that work-life balance cannot achieve work productivity (Waworuntu et al., 2022 ). The results of this study indicate that there is no significant relationship between the frequency of visiting nightclubs and increased work productivity in Generation Z. The nightclub variable, in the context of this study, does not provide a significant contribution to improving individual performance at work. This finding is contrary to several previous studies that show a positive correlation between recreational activities, including visiting nightclubs, with mental well-being and productivity (Prasetyo, 2018 ; Panjaitan & Ariwangsa, 2018 ). However, our results indicate that for Gen Z working in Jakarta, other factors such as sleep quality, time management, and social support may have a greater influence on work productivity.

Further analysis has indicated that frequenting nightclubs can actually have a negative impact on productivity. This can be caused by several factors, such as lack of adequate rest time, disturbed sleep patterns, and decreased concentration due to fatigue. In addition, the costs associated with regularly visiting nightclubs can also be a financial burden that has an impact on stress and reduces work motivation.

## **5. Conclusion**

This research is interesting to study because it shows that entertainment activities such as concerts, music festivals, and nightclubs—which are often seen as mere forms of recreation—turn out to have a real contribution to work productivity, especially for Generation Z in Jakarta. From the perspective of tourism and event studies, this study provides a new perspective that leisure activities that are entertaining in nature can be part of a performance improvement strategy through the role of work-life balance.

The results of the study show that there are direct and indirect effects of concerts, music festivals, and nightclubs on Generation Z's work productivity. All three have a significant relationship to the level of work-life balance, which then positively affects work productivity. This means that work-life balance acts as an important mediator that bridges the relationship between participation in entertainment activities and work performance achievement. Music concerts have been shown to increase work enthusiasm, relieve stress, and encourage relaxation and self-development. Music festivals also make a positive contribution by creating a pleasant emotional atmosphere and building work motivation. Nightclubs, although they tend

to have a lower intensity of participation, still provide space for Generation Z to express themselves and strengthen work enthusiasm.

This study has several important implications. In practice, companies can integrate music activities into employee welfare programs, for example through entertainment ticket subsidies or organizing internal music events, to support work-life balance and productivity. Governments and policymakers can also encourage the growth of the entertainment and MICE industry by providing supportive regulations and facilities that are friendly to the younger generation of workers. For academics, the results of this study expand the approach in the study of work-life balance by including entertainment factors as relevant variables that have a direct impact on work productivity.

However, this study has several limitations. Data were collected through a self-report method that is at risk of biased perceptions from respondents. In addition, the cross-sectional design of the study limits causal conclusions, and the scope of the Jakarta area makes the results of the study not necessarily generalizable to other areas. Therefore, further research is recommended to use a longitudinal approach to measure the long-term impact of leisure activities on productivity. Further research can also explore additional variables such as work stress, life satisfaction, or social support at work, as well as conduct cross-cultural studies to see how similar dynamics develop in other cities or countries.

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