

ANALYSIS OF TIME MANAGEMENT AND EFFECTIVE COMMUNICATION TO THE EFFECTIVENESS OF DIGITAL MUSIC DISTRIBUTION PROCESS (CASE STUDY OF MUSIC AGGREGATOR IN PT. ALCOR KARYA GEMILANG JAKARTA)

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ABSTRACT

The purpose of this study is to analyze the Analysis of Time Management and Effective Communication on the Effectiveness of the Digital Music Distribution Process of PT. Alcor Karya Gemilang Jakarta. This study uses a quantitative approach with a survey method. The sampling technique used is available sampling, with a sample size of 33 respondents determined by utilizing the available subjects. Data collection was carried out through questionnaires distributed to all patients who came for treatment at each available polyclinic. Data analysis used the Partial Least Square – Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 4 through outer model testing (outer loading, convergent validity, discriminant validity, cross loading, average variance extracted, composite reliability), inner model (R-square), and bootstrapping procedures to test the significance of the relationship between variables. The results of the study indicate that Time Management has a significant effect on the Effectiveness of the Digital Music Distribution Process, and Effective Communication has a significant effect on the Effectiveness of the Digital Music Distribution Process.

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INTRODUCTION

According to Vickery (2005), technological developments have influenced almost all aspects of human life, including the music industry. A major transformation began with the development of the internet, which led to the dematerialization of music formats. As a result, music consumption shifted from traditional physical formats to digital consumption provided by streaming services (Ruddin et al., 2022). Morris (2013) also explained that the decline of traditional methods in music marketing and sales has restructured the music industry and stimulated the emergence of new business models (Ruddin et al., 2022).

To enable consumers to access and enjoy digital music, music aggregators play an important role in bridging musicians and digital platforms. Music aggregators act as intermediaries that distribute music content from artists or

record labels to various global streaming platforms and digital stores. Table 1 presents data on digital music platform users in Indonesia in 2025 based on data published by Lumbungtalent on March 5, 2025.

Tabel 1. Data on Digital Music Platforms in Indonesia in 2025

Digital Music platform data 2025	
Platform	use %
YouTube Music	44.18%
Joox	12.95%
Apple Music	1.63%
Resso	0.83%
SoundCloud	0.34%
Shazam	0.17%
TikTok	0.13%
Snack Video	0.02%
Video	0.01%
Sky of Music	0.01%
Vidmate	0.01%
My Music	0.01%

Source 1: <https://lumbungdata.id/>

Based on Table 1, YouTube Music is the most widely used digital music platform in Indonesia, followed by Joox and Apple Music. The rapid growth of digital music consumption reflects a significant shift in consumer behavior. Although challenges related to monetization and competition remain, the increasing trend of digital music consumption provides substantial opportunities for the Indonesian music industry to further develop.

In the digital music distribution industry, competition among music aggregators is intense. Musicians and record labels tend to choose aggregators that are capable of releasing music on time and minimizing technical or administrative issues. Therefore, effective time management and efficient communication are crucial factors for music aggregators in delivering optimal services. Delays in release schedules or miscommunication between divisions can negatively affect distribution performance and stakeholder trust.

Previous research conducted by Ruddin, Santoso, and Indrajit (2022) using a qualitative approach examined how information technology influences the digitalization of the music industry. Building upon this research, the present study focuses on a specific component of music industry digitalization, namely music aggregators. This study analyzes the time required by each division in a digital music distribution company to complete their tasks, the implementation of time management strategies, and the role of effective communication between divisions in improving the effectiveness of the digital music distribution process.

Literature Review

Time management is defined as the process of planning, organizing, and controlling time by utilizing personal abilities optimally in order to achieve desired outcomes (Rasyidi et al., 2020, as cited in Fitriani Dwi Azzahra & Marsella Putri Tommy Amanda, 2024). Drucker (2022) stated that time management includes planning and scheduling techniques used by individuals to optimize productivity (Safithri & Wolor, 2025). Similarly, Forsyth (2009) described time management as a method of controlling time to ensure effectiveness, efficiency, and productivity (Syelviani, 2020). From these perspectives, time management can be understood as an individual's ability to organize and utilize time effectively to achieve optimal results. The main functions of time management include time planning, organizing time, time coordination, and time monitoring.

Effective communication is defined as the successful process of delivering messages that achieve communication objectives clearly and accurately, resulting in mutual understanding between the sender and the receiver (Cyrious & Adriana, 2023). Effective communication involves structured information delivery, appropriate message selection, and alignment with the intended audience. It also requires active listening skills, clarity in conveying ideas, appropriate language use, and an understanding of communication context. Hoiron Nisa (2016) stated that communication is considered effective when there is a two-way flow of information and the message is responded to in accordance with the communicator's expectations. The essential aspects of effective communication include clarity, accuracy, context, flow of information, and cultural awareness.

Effectiveness refers to the ability to select appropriate goals and methods to achieve predetermined objectives. Handoko (2006) defined effectiveness as the ability to choose the most appropriate goals or tools to achieve set objectives. This view is supported by Maulana and Rachman (2016), who described effectiveness as the capability of a unit to achieve desired goals (Erawati et al., 2017). Akhmad (2019) emphasized that effectiveness is related to the degree of success of activities, particularly in the public sector, where activities are considered effective if they significantly influence the ability to provide services according to predetermined targets (Nurul Azzahra Femica, 2024). Astuti (2019) further defined effectiveness as the achievement of planned goals in accordance with budgeted costs, predetermined time, and designated personnel.

Distribution is defined as a process carried out to deliver products or services from producers to consumers in targeted locations. According to Ni Nyoman Juli Nuryani and Desi Handayani (2022), distribution aims to ensure product availability in the hands of consumers (Putri & Sukardi, 2023). Widodo (2020) described distribution as a marketing effort to optimize the delivery of goods and services in terms of type, quantity, price, location, and time. In simple terms, distribution is the process through which companies deliver products or services to consumers through distributors or agents. In the context of digital music, digital distribution process indicators include digital reach, netlabel involvement, and distribution channels.

METHODS

In research this, kind study explanatory quantitative, According to Sugiyono (2017) in Koeniawan Hidayat and Sheila Ananda (2024) revealed that data analysis is method research used For analyze results research. The goal For explain position of the variables studied and their influence between One variables with variables other (Hidajat & Ananda, 2024). Research This done for 3 months, location research at PT. Alcor Karya Gemilang Jakarta.

The population used in this study is limited to employees of PT. Alcor Karya Gemilang Jakarta, because it achieves homogeneity of respondents generalization of the meaning of time management and effective communication of employees of PT. Alcor Karya Gemilang Jakarta towards the effectiveness of the digital music distribution process. Researchers used available sampling utilizing available subjects as stated by Alwi (2012) from the list of employees of PT Alcor Karya Gemilang Jakarta totaling 33 people (Hidajat & Ananda, 2024).

Modeling Equality Structural Based Variance (SEM) or method *Partial Least Squares (PLS)* involving a number of variables study with method parameter estimation. *Bootstrap method*. PLS is method analysis that can applied to all data scale, no need Lots assumptions, and measurements sample No must large (Jonathan & Anondho, 2018). PLS aims For get mark variables For objective prediction (Hidajat & Ananda, 2024).

Validity Test

Outer model uses Algorithm *Smart PLS*, measured data analysis with validity and reliability. Based on the validity test convergent *Rule of Thumb*, *outer loading* > 0.7 Chin (1995) written in the Koerniawan & Ananda (2024) (Hidajat & Ananda, 2024).

Reliability Test

Reliability test use partial least squares (PLS): 1. Minimum Cronbach alpha 0.7 or Chin's opinion 0.5 and reliability composite validity discriminant. If the AVE value > 0.5 (Hidajat & Ananda, 2024).

Inner Model

Structural model testing using R-squared (R squared) between latent variables. How much big variables free in the model explains variables bound. R^2 :

- with very strong model criteria ≥ 0.70 ,
- Strong model criteria 0.46 to 0.70,
- Medium model criteria 0.26 to 0.45,
- Weak model criteria ≤ 0.25 . (Hidajat & Ananda, 2024)

Hypothesis Testing

Testing hypothesis This using bootstrapping in Smart PLS. Testing using T Statistics > 1.96 and significant P Value < 0.05 (Hidajat & Ananda, 2024).

RESULTS AND DISCUSSION

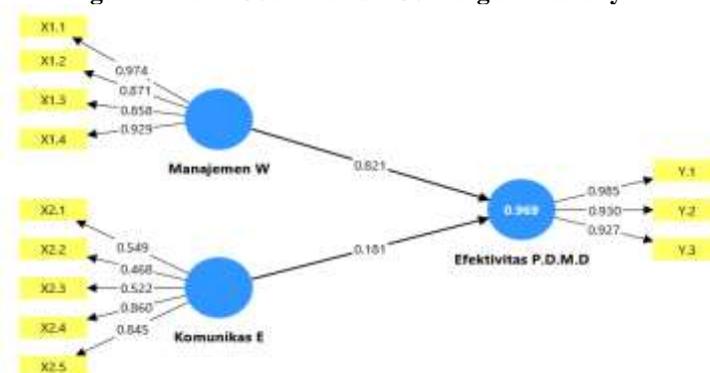
Results

The characteristics of the respondents above, the number of respondents in this study was 33 employees . The composition of respondents was dominated by men, amounting to 20 people (60.6%) , while women numbered 13 people (39.4%) . the most respondents were in the age range of 23-27 years, as many as 10 people (30.3%) , followed by 28-32 years old as many as 7 people (21.2%) , 18-22 years old as many as 6 people (18.2%) , 33-40 years old as many as 6 people (18.2%) , and age >40 years as many as 4 people (12.1%). This distribution shows that the majority of employees are in their productive age, so that perceptions of the effectiveness of the digital music distribution process tend to be more critical and rational.

Research Results

Analysis in study This is Partial Least Square (PLS) analysis . The analysis used For know influence from Time Management and Communication Effective to Effectiveness of the distribution process digital music . Here This research model results this is what has been processed with Partial Least Square (PLS):

Figure 1: Path Coefficients - Convergent Validity



Source : Processed data use SmartPLS 4, 2025

The data processing results graph displays the relationship between variables based on SEM-PLS analysis. Each arrow indicates the direction and strength of the influence between the independent variable and the dependent variable, namely the effectiveness of the digital music distribution process. Test results study with PLS (Partial Least Square) showing results validity , reliability (Outer Model) and results testing hypothesis research (Inner Model). Validity and reliability in the form of results outer loading test , Cronbach alpha, reliability composite , validity discriminant , and average variance extracted (AVE). Testing hypothesis study using the T and R. Square Statistical Test .

Outer Loading

The loading factor value is higher 0.7 is said to be valid . However , according to Prasetyo (2018) for inspection beginning from loading factor matrix is not enough more than 0.3 is considered has meets the minimum level, and for loading factor less more than 0.4 is considered more good , and for more loading factors large 0.10 in general considered significant . In the study This is the loading factor limit used by 0.7. After done data processing with use SmartPLS 4. loading factor results can be shown as in Table 2 below :

Table 2. Factor loading results

Variables	PD MD Effectiveness	E - Communication	W Management
X1.1			0.974
X1.2			0.871
X1.3			0.858
X1.4			0.929
X2.1		0.549	
X2.2		0.468	
X2.3		0.522	
X2.4		0.860	
X2.5		0.845	
Y.1	0.985		
Y.2	0.930		
Y.3	0.927		

Source : Processed data use SmartPLS 4, 2025

Based on table 2 above show that in the research This there are 3 (three) indicators has a higher loading factor small from 0.7, then to indicator the elimination process is carried out with results as following :

Elimination loading factor results

Table 3. Elimination loading factor results

Variables	PD MD Effectiveness	E - Communication	W Management
X1.1			0.974
X1.2			0.871
X1.3			0.858
X1.4			0.929
X2.4		0.860	
X2.5		0.845	
Y.1	0.985		
Y.2	0.930		
Y.3	0.927		

Source : Processed data use SmartPLS 4, 2025

Based on table 3. above , after elimination process is carried out , then all over indicator has a higher loading factor big of 0.7. This result also explains that all over indicators in research This Already have validity good convergence . With Thus , the indicator can declared valid in measure each variable its latent . As for the results from convergent validity is as following :

Validity and reliability test results

Table 4 validity and reliability

	Cronback's Alpha	Reliability Composite (rho_a)	Reliability Composite (rho_c)	Average - Variance Extracted (AVE)
PD MD Effectiveness	0.943	0.946	0.963	0.898
E - Communication	0.800	0.801	0.909	0.834
W Management	0.929	0.933	0.950	0.827

Source : processed by researchers use smartPLS 4, 2025

Discriminant Validity test results

Table 5 Discriminant Validity

	PD MD Effectiveness	E - Communication	W Management
PD MD Effectiveness			
E - Communication	0.744		
W Management	0.410	0.701	

Source : data processed by researchers use smartPLS 4, 2025

Validity Discriminant shows > 0.7, in conclusion is Time Management , Communication Effectiveness and effectiveness of the digital music distribution process , shows good validity , value correlation between variables with variables other .

R-Square test results

Based on Table 6 R-Square test results for variables The effectiveness of the digital music distribution process shows that variables the own ability influence of 0.966 / 9.66% while the rest 34 % is influenced by other variables that are not including in study This . The R-Square result is very strong criteria .

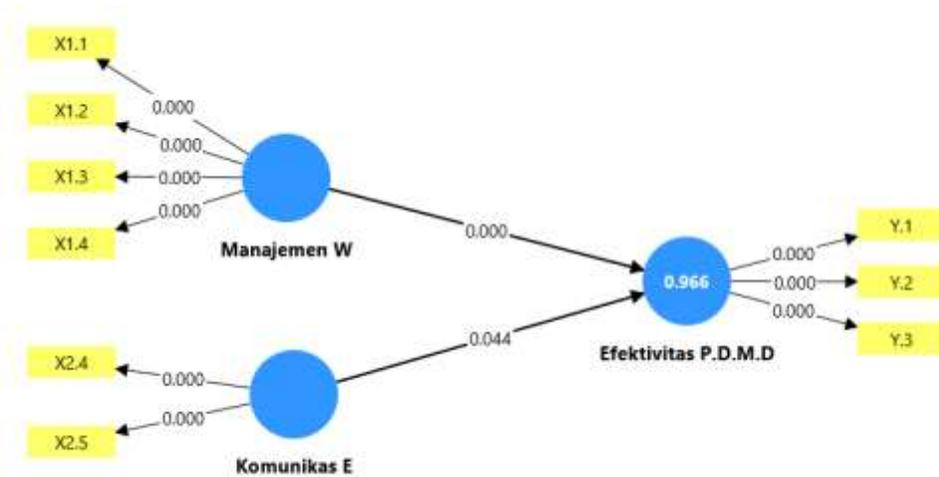
Table 6: R-Square

Variables	R-square	Adjusted R-square
PD MD Effectiveness	0.966	0.964

Source : Data processed by researchers use SmartPLS 4, 2025

Hypothesis Testing

Figure 2: Bootstrapping = Hypothesis



Source : Data processed by researchers use SmartPLS 4, 2025

Figure 2 shows the bootstrapping results showing the t-statistic and p-value for each relationship between variables. These results indicate that time management and communication effectiveness significantly influence the digital music distribution process.

The following table shows the results of the Path Coefficients:

Table 7. Path Coefficients Results

	Original sample (o)	Sample mean (M)	Standard Deviation (STDEV)	T statistic (IO/STDEVI)	P values
-Communication - PD MD Effectiveness	0.185	0.194	0.092	2,014	0.044
W Management - PD MD Effectiveness	0.806	0.797	0.09	8,946	0.000

Source : Processed data use SmartPLS 4, 2025

Discussion

Hypothesis 1

H1 = Time management has the ability to influence the digital music distribution process.

H0 = Time management has no influence on the digital music distribution process.

Partial Least Square (PLS) Regression obtained t-count = 2.014 . Based on the results of data processing, the t - count value was obtained (2.014) with a p-value of 0.044. The t-count value is > t-table (1.96), so Ho is rejected or Ha is accepted, so it can be concluded that Time Management (X1) has a positive and significant effect on the Digital Music Distribution Process (Y). This hypothesis is in line with research by Rinitami Njatrijani, Herni Widanarti and Mutia Adiva Aribowo (2020) in the UNDIP e-journal (Njatrijani, Widanarti, Mutia, & Aribowo, 2020).

Hypothesis 2

H1 = Effective communication has the ability to influence the digital music distribution process.

H0 = Effective communication has no ability to influence the digital music distribution process.

Partial Least Square (PLS) Regression obtained t-count = 8.946 . Based on the results of data processing, the t - count value was obtained (8.946) with a p-value of 0.000. The t-count value is > t-table (1.96), so Ho is rejected or Ha is accepted, so it can be concluded that Effective communication (X2) has a positive and significant effect on

the Digital Music Distribution Process (Y). This hypothesis is in line with research by Gilang Bintang, Erna Suminar (2024) which shows that the implementation of marketing communications carried out by the music aggregator Noise Garage optimizes product quality from the availability of digital platforms, discounted packages from music albums, accessibility and comfort of places, and the use of various social media that reach various types of age ranges or generations (Bintang & Suminar, 2024).

CONSLUSION

Based on the results of data analysis and discussions that have been carried out regarding Management analysis time and communication effective to effectiveness of the distribution process digital music PT. Alcor Karya Gemilang Jakarta, then the following conclusions can be drawn:

1. Management time influential and significant to effectiveness of the distribution process digital music PT. Alcor Karya Gemilang Jakarta.

The test results show that management time influential and significant to effectiveness of the distribution process digital music . This is show that management good time , like determination priority work , compliance to the timeline, as well as discipline to deadline time , able increase smoothness and accuracy of the distribution process digital music . On the other hand , management lack of time Good can cause delay work , accumulation tasks , as well as lower distribution output quality .

2. Communication effective influential and significant to effectiveness of the distribution process digital music PT. Alcor Karya Gemilang Jakarta.

The test results show that communication effective influential and significant to effectiveness of the distribution process digital music . This is show that clear , focused communication , and sustainable Good in a way direct and through internal communication media and is able to minimize miscommunication , reducing error distribution , as well as expedite coordination between divisions and with party external . With effective communication , information about the job brief , revisions and requirements partner can understood with Good so that the distribution process walk optimally .

In a way overall , results study show that management time and communication effective each other related and play a role important in increase effectiveness of the distribution process digital music PT. Alcor Karya Gemilang Jakarta. Implementation disciplined time as well as strengthening communication cross- divisional expected can increase performance employees , maintain trust partner , and support achievement company in a way sustainable.

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