



# The Role Of Intellectual Property And Value Creation In Career Sustainability: The Impact Of Collaboration In The Music Industry

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## ABSTRACT

The rapid growth of Indonesia's music scene has created challenges related to unfair royalty distribution and limited intellectual property protection. This study investigates how intellectual property and value creation influence the career sustainability of musicians, with collaboration as the mediating factor. A quantitative approach was applied, using a structured questionnaire distributed to 110 musicians across major cities such as Jakarta, Bandung, and Surabaya, resulting in 102 valid responses. The questionnaire aims to measure the perceptions of intellectual property management, value creation, and long-term career sustainability. Findings reveal that Value Creation's impact on Career Sustainability is fully mediated by Collaboration. Collaboration itself has a significant positive effect on Career Sustainability. Conversely, Intellectual Property was found to have no significant impact on either collaboration or career sustainability, which may be due to inefficient royalty systems in Indonesia. These results highlight that collaboration is the critical mechanism transforming an artist's value into long-term viability, supporting the Service-Dominant Logic framework. Future research should utilize larger samples and explore additional factors like digital platform policies.

## INTRODUCTION

The music industry has grown into billions of dollars worldwide (STATE OF THE INDUSTRY, 2025). By the end of 2024, recorded music market revenue, live music industry revenue, and music streaming worldwide reached 29.6 bn USD, 9.5 bn USD, and 20.4bn USD, respectively (Statista, 2024). Independent music in Indonesia represents one of the nation's most thriving creative ecosystems, with independent artists and music entrepreneurs contributing significantly to its growth (Ernawati & Munaf, 2024). Many musicians are moving away from traditional record label models, instead leveraging digital platforms, streaming services, and live performances to build revenue and promote their work globally (Guerra & Bennett, 2022). This shift has spurred a

rise in DIY (do-it-yourself) music production and the emergence of independent music collectives, particularly in hubs like Jakarta, Bandung, and Bali. Despite a projected revenue growth in music streaming of 14.23% in 2024 (Statista, 2024), the industry is not without significant challenges, especially for those in the independent scene (Yosep Simanjourang & Rosarie Harni Triastuti, 2023).

Although the independent music scene is expanding, many artists face critical obstacles that threaten their long-term viability. A key issue is the inefficient and often opaque distribution of royalties, which results in musicians receiving a minimal share of the profits generated from their work, particularly on digital platforms (Kirui, 2024). Many independent artists report earning mere pennies per stream while intermediaries capture a substantial portion of the revenue, creating an imbalance that directly impacts career sustainability (Everts et al., 2022; Frenneaux, 2021). This problem is compounded by inadequate intellectual property (IP) management, which prevents artists from fully capitalizing on their work and safeguarding their creative assets, ultimately hindering their ability to sustain their careers (Ayu Palar et al., 2024).

This research is urgent because the sustainability of artists' careers is fundamental to the continued health and innovation of the creative economy. Career sustainability is defined as an individual's capacity to maintain a fulfilling and successful career long-term by adapting to a changing work environment (S. Kim et al., 2024). The current disparity between the industry's revenue growth and the precarious financial reality for many artists highlights a critical management dilemma. While intellectual property rights and value creation are central to overcoming these barriers, there remains a significant gap in understanding how these factors function within the Indonesian context, particularly concerning the role collaboration might play in fostering a more equitable ecosystem (Nasution & Judijanto, 2024; Scott, 2023).

To investigate the primary factors influencing career sustainability, the researcher conducted a pre-survey among independent musicians and music entrepreneurs in major Indonesian cities. The data revealed that the most critical factor is intellectual property, selected by 79.4% of respondents, followed by value creation, chosen by 70.6%. Intellectual property is vital as it allows creators to receive recognition and economic returns for their work, protecting it from exploitation (Habibi, 2022). Value creation is equally important, as it involves not only producing quality music but also building audience relationships and diversifying income streams to establish a stable foundation for a long-term career (Ayu Palar et al., 2024).

While existing studies confirm the importance of these factors, the pre-survey also revealed that a majority of respondents identified collaboration as a more critical aspect for their career sustainability than innovation. Collaboration is essential for sharing knowledge, resources, and expertise to achieve common goals (Hwang et al., 2022). However, there is limited research exploring how collaboration functions as a mediating mechanism between intellectual property, value creation, and career sustainability in the music industry. This study addresses that gap, as understanding this relationship can point to new strategies for intervention and support for independent musicians.

Therefore, the researcher has chosen to explore the roles of intellectual property and value creation, with collaboration as a mediating factor, in influencing the career sustainability of independent musicians in Indonesia. This study is highly urgent as it aims to provide a framework that can inform more effective management practices and collaborative strategies, ultimately helping independent artists build resilient, long-term careers in a competitive and rapidly evolving industry. The rest of the paper is structured as follows; literature review, methods, results, discussions, and conclusions.

## LITERATURE REVIEW

### Grand Theory

Service Dominant (S-D) Logic Theory, originally from Vargo and Lusch, is a business and marketing framework that proposes a fundamental shift in how we view economic exchange (Vargo & Lusch, 2004). It moves away from the traditional "Goods-Dominant Logic," which focuses on tangible products, and instead argues that service is the fundamental basis of all exchanges (Vargo, 2011). For musicians, this means using the skills and knowledge to benefit others. In this view, value isn't something an artist creates alone. It's "co-created" as a team effort involving many people, especially the fans. Every person in this ecosystem; the artist, the audience, the venue, the streaming platform, contributes something of value. Together, they create a unique experience, and the true value of the music is ultimately decided by each listener in their own life and context.

The originality of this research lies in framing key activities, specifically intellectual property, value creation, and collaboration, as dominant strategies through the lens of Service-Dominant Logic. In this view, value creation is understood as a collaborative process of co-creation, where an artist's music is an input that listeners integrate with other resources to create their own unique value. Collaboration becomes the essential mechanism for this resource integration, reflecting the "marketing with" philosophy where artists and audiences work as partners. In the context of the music industry, these strategies are not merely beneficial but are choices that can reliably lead to better career outcomes like increased revenue and long-term viability. Therefore, this study proposes that the conscious adoption of these dominant strategies is a fundamental component of achieving career sustainability for independent artists.

### Intellectual Property

According to Chen (2022), IP grants creators exclusive legal rights over their intangible creations, such as inventions, literary and artistic works, designs, and brand names (WIPO, 2023). The perception of IP's role is double, including both significant benefits and potential challenges to the economy and society (WIPO, 2023). The main benefit is that IP is viewed as a positive tool for social development by helping inventors and creators make a living from their work, guaranteeing high-quality products, enabling small businesses to grow, and creating employment opportunities (WIPO, 2023).

### Value Creation

VC is the process of delivering meaningful benefits, economic, emotional, or functional, to customers and stakeholders (Pinarbasi et al., 2024). M. Kim (2023) notes that value is derived from interactions, customization, and feedback, not just the product itself. For musicians, value creation is tied to innovation, unique artistic expression, and strong audience relationships. This is crucial for independent musicians to differentiate themselves, build loyalty, and sustain careers. VC is measured by sales growth, perceived value for the customer, customer loyalty, strategic use of resources, sustaining competitive advantage, adapting to market needs, and strong relationships (Pinarbasi et al., 2024).

### Collaboration

Collaboration is a dynamic process of resource integration and knowledge exchange (Castañer & Oliveira, 2020). The music industry involves individuals or organizations sharing knowledge, resources, and expertise to achieve common goals (Hwang et al., 2022). Collaboration builds trust, improves satisfaction, and boosts innovation performance. Independent musicians frequently collaborate with peers, producers, or creative teams to develop music, share tools, and exchange ideas, helping them overcome challenges and reach wider audiences (Walzer, 2016).

### **Career Sustainability**

Career sustainability is an individual's ability to maintain and develop their career over time through continuous growth, adaptability, and purpose (Schweitzer et al., 2023). In this study, over time refers to the long-term ability to sustain a career across different stages, considering financial viability, well-being, work-life balance, and more. For independent musicians, it's crucial to remain competitive, creative, and relevant (S. Kim et al., 2024). A career as a musician typically does not follow a fixed hierarchy, it involves aligning with meaning perception, skill acquisition, relationship building, and environmental awareness (S. Kim et al., 2024). These dimensions ensure that musicians can maintain not just short-term survival but also long-term artistic growth and professional viability.

### **Relationship between Intellectual Property and Value Creation to Collaboration**

Effective Intellectual Property (IP) management is crucial for fostering collaboration in the music industry (Caoui & Galasso, 2024). Clear and consolidated IP ownership simplifies the negotiation process for partnerships, as fragmented rights can create complexity and prevent agreement (Deshmane & Martínez-De-Albéniz, 2023). When musicians have their creative works legally protected through IP rights, they can enter into strategic collaborations with greater confidence and security. This legal assurance makes it easier for artists to engage in creative partnerships, thereby facilitating more frequent and successful collaborations that lead to increased exposure and career growth.

Value Creation also significantly essential for collaboration for musicians (Hwang et al., 2022). As musicians produce high-quality work and build strong audience relationships, they become more attractive partners for other artists and industry stakeholders. This process fosters an environment where resources, knowledge, and creative ideas can be shared to produce innovative work (Barrett et al., 2021). Collaboration, in turn, is integral to value creation, as it pools talent and resources, allowing musicians to produce higher-quality music, reach new markets, and expand their creative possibilities (Duderstadt et al., 2024).

H1: Intellectual Property affects Collaboration

H2: Value Creation affects Collaboration

### **Relationship between Intellectual Property, Value Creation to Collaboration with Collaboration as the mediator**

Intellectual Property (IP) is a fundamental driver of Career Sustainability in the music industry. The protection of intellectual property rights ensures that musicians retain control over their creative works and can generate sustainable revenue through royalties and licensing (Adomako & Tran, 2024). This legal framework establishes a secure environment where artists can continue producing and benefiting from their work, which is essential for long-term financial stability and career growth. By enabling artists to confidently manage their creative assets, IP rights allow them to expand their professional reach through strategic opportunities, directly impacting their ability to sustain a career (Adomako & Tran, 2024).

Value Creation is also essential in ensuring Career Sustainability for musicians (Ayu Palar et al, 2024). This process is not limited to producing high-quality music but also involves building strong relationships with audiences, expanding market reach, and creating diversified income streams through activities like live performances and merchandise sales (Deshmane & Martínez-De-Albéniz, 2023). By consistently engaging in these value creation activities, musicians can establish a stable foundation and a loyal fanbase. This, in turn, strengthens their market position and enhances their ability to remain financially stable and creatively relevant in a competitive environment.

H3: Intellectual Property affects Career Sustainability

H4: Value Creation affects Career Sustainability

H5: Collaboration affects Career Sustainability

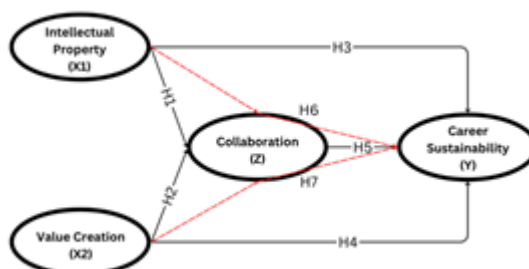
### Relationship between Intellectual Property Value Creation and Career Sustainability with Collaboration as the mediator

Collaboration functions as a critical mediating mechanism between a musician's foundational assets and their long-term career sustainability (Caoui & Galasso, 2024). In the relationship between intellectual property and career sustainability, collaboration is the channel through which protected assets are leveraged for growth; IP ownership provides the legal security for artists to engage in joint projects, which in turn expands their market reach and creates new revenue streams that support a sustainable career (Deshmane & Martínez-De-Albéniz, 2023). Likewise, collaboration mediates the link between value creation and career sustainability by translating an artist's value into tangible opportunities (Duderstadt et al., 2024). Through collaborative projects, musicians can pool resources to develop innovative work, access new markets, and diversify their income, all of which are essential for building a resilient and sustainable career in a competitive industry

H6: Collaboration mediates the relationship between Intellectual Property and Career Sustainability

H7: Collaboration mediates the relationship between Value Creation and Career Sustainability

**Figure 1. Research Framework**



## METHODS

### Sampling

The target population for this research consists of independent musicians in Indonesia. The study focuses on musicians, music producers, and record labels, primarily located in major Indonesian cities such as Surabaya, Semarang, Jakarta, and more, who have experience in the music industry as composers, producers, or owners of published songs. The research context is the independent music scene in Indonesia, particularly concerning intellectual property, value creation, and career sustainability. The units of analysis are individual musicians and music entrepreneurs.

Sampling method given that the exact number of independent musicians in Indonesia is unknown, this research employs a purposive sampling method. This non-probability sampling technique involves intentionally selecting participants who meet specific criteria relevant to the study. The eligibility criteria for participants are:

1. A person who is a musician in Indonesia.
2. A person who has been writing or composing songs.

To determine the minimum required sample size for this unknown population, the G\*Power method (using the G\*Power 3.1 application) was utilized. The researcher used a sample from G Power, resulting in a minimum sample size of 92

## Data Collection Methods and Processes

This study is quantitative; the researcher used partial least squares (PLS) structural equation modeling (SEM) approach to examine the statistical data gathered from the questionnaires. The focus of this research is the musicians in Indonesia who have experience in publishing their works. All participants are currently in the music industry pursuing their music careers in Indonesia.

The data will be collected directly by the researcher through questionnaires distributed via Google Forms. Social Media is the main approach for the researcher to distribute the questionnaire link to musicians in Indonesia. To reach a broader and more targeted sample, a snowball sampling technique was used, where initial respondents are asked to refer other qualified participants within their networks. The questionnaires will be administered in both Indonesian and English to ensure clarity and accessibility for all respondents.

The variables in this research are measured using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Chyung et al., 2017). This scale is chosen for its clarity, ease of use, and ability to capture the direction and strength of respondents' opinions (Garland, 1991, p.66) in (Chyung et al., 2017).

The researcher uses reliability, performance, protection, and limitation as indicators of Intellectual Property (Chen, 2022). There are four questions adapted from Chen (2022). Loyalty and capabilities are used by the researcher as the indicators for Value Creation (Pinarbasi et al., 2024). There are seven questions used from Pinarbasi et al., (2024). The researcher accommodates activeness and participation as the indicator for collaboration (Hwang et al., 2022). There are a total of four questions used from Hwang et al., (2022). The researcher uses meaning perception, skill acquisition, relationship building, and environmental awareness as the indicators for career sustainability (S. Kim et al., 2024). There are eight questions adapted from S. Kim et al., (2024). The collected data will be statistically analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SMARTPLS software version 4. Validity will be assessed using outer loading, Average Variance Extracted (AVE), and discriminant validity (Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio). Reliability will be checked using Composite Reliability (CR), Cronbach's Alpha, and rho\_A (Hair et al., 2021). Descriptive statistics will summarize survey results, and hypothesis testing will be conducted using path coefficients, T-tests, and P-values, with the model's quality assessed by R<sup>2</sup>, f<sup>2</sup>, and Q<sup>2</sup>. Mediation testing will determine the indirect effects of collaboration (Fedredika, F., & Ongkowijoyo, G., 2024).

## RESULTS

### Data Collection

From the data that has already been gathered, there are 110, but the accepted one is 102 because six of them has not been experienced in publishing their works and two has not yet use Intellectual Property; 102 valid responses were analyzed.

### Data Analysis Result

#### Respondents Characteristics

Table 1 provides the data of the valid 102 respondents, covering their demographic profiles and professional standing within the music industry. The participants are in a greater proportion of male (76.47%), than female respondents (23.53%). The majority of the respondents are young people, when around one-third are aged 18-24 (33.33%), and almost half are aged 25-34 (44.12%), making up more than 77% of all respondents. This indicates that younger individuals are likely to be attributed to the music industry for continuous technological adaptation, which can present a significant learning curve for older generations. Geographically, most respondents come from Java, especially East Java, which makes up 36.27% of the individuals surveyed.

Regarding their professional and musical attributes, the data reveals a clear profile of an independent artist. A vast majority, 83.33%, identified as Independent Musicians rather than being signed to a music label. In terms of musical preferences, Pop is the dominant genre (59.80%), meaning that music producers are mainly in the Pop genre. The guitar is the most common main instrument (30.39%), with vocals also being a popular choice (19.61%). Most respondents (45.10%) have been in the industry for one to five years, and the overwhelming majority protect their work through copyright (84.31%). Notably, all 102 respondents indicated that they have published songs and are currently active in their careers.

### Validity and Reliability Test

With the total of 23 indicators, 1 indicator was removed because its outer loading was below 0.55. Based on F. Hair Jr et al. (2014), outer loading of 0.4-0.7 is acceptable as long as AVE and composite reliability are met. The accepted indicator is shown in Table 2, with a total of 22 indicators used. The researcher is calculating the Average Variance Extracted (AVE) to find discriminant validity for each construct. To assess reliability, Cronbach's alpha, rho\_A, and composite reliability. Table 2 provides a full summary of the results from these tests.

Table 3 and 4 show the results of the Fornell-Larcker and HTMT test, which was used as an additional technique for assessing discriminant validity. Hair (2021) stated that both the Fornell-Larcker and HTMT tests could be a more useful method for determining discriminant validity.

**Table 1. Respondents characteristics**

	Parameter	Frequency	%
Gender	Male	78	76.47
	Female	24	23.53
Age	< 18 years	0	0.00
	18 - 24years	34	33.33
	25 - 34years	45	44.12
	35 - 44years	17	16.67
	45 - 54years	3	2.94
	55 - 65years	2	1.96
	> 65 years	1	0.98
Location	DKI Jakarta	22	21.57
	Jawa Timur	37	36.27
	Jawa Barat	5	4.90
	Jawa Tengah	21	20.59
	Maluku	7	6.86
	Banten	3	2.94
	Kalimantan Selatan	4	3.92
	Sulawesi Tengah	1	0.98
	Sulawesi Utara	1	0.98
	Yogyakarta	1	0.98
Main Instrument	Piano	16	15.69
	Guitar	31	30.39
	Keyboard	4	3.92
	Violin	2	1.96
	Drum	17	16.67
	Bass	11	10.78
	Vocal	20	19.61
Saxophone	1	0.98	
Song Genre	Pop	61	59.80
	EDM	5	4.90

	Hip-Hop/R&B/Trap	2	1.96
	Dangdut/Dangdut Remix	1	0.98
	Indie/Folk/Alternative	14	13.73
	Christian Gospel	1	0.98
	Blues/Jazz/Ballad	2	1.96
	Classical	1	0.98
	Metal/Punk/Fusion/Rock	15	14.71
Song Publishing	Yes	102	100
	No	0	0
Intellectual Property	Patent	10	9.80
	Copyright	86	84.31
	Trade Mark	6	5.88
Career Category	Under Music Label	17	16.67
	Independent Musician	85	83.33
Years in the industry	< 1	5	4.90
	1 - 5	46	45.10
	6 - 10	29	28.43
	> 10	22	21.57
Career Status	Active	102	100
	Not Active	0	0

Source: Processed Data (2025)

**Table 2. Outer Loadings**

Construct	Indicators	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Intellectual Property	IP1	0.737	0.780	0.798	0.857	0.601
	IP2	0.837				
	IP3	0.784				
	IP4	0.737				
Value Creation	VC1	0.726	0.878	0.885	0.905	0.578
	VC2	0.779				
	VC3	0.806				
	VC4	0.753				
	VC5	0.680				
	VC6	0.791				
	VC7	0.780				
Collaboration	C1	0.774	0.814	0.820	0.878	0.642
	C2	0.807				
	C3	0.852				
	C4	0.769				
Career Sustainability	CS1	0.534	0.831	0.837	0.874	0.501
	CS3	0.678				
	CS4	0.768				
	CS5	0.728				
	CS6	0.707				
	CS7	0.773				
	CS8	0.739				

Source: Processed Data (2025)

**Table 3. Fornell-Larcker**

	CS	C	IP	VC
CS	0.708			
C	0.554	0.801		
IP	0.422	0.492	0.775	
VC	0.432	0.739	0.591	0.760

Source: Processed Data (2025)

**Table 4. Heterotrait-Monotrait Ratio**

	CS	C	IP	VC
CS				
C	0.667			
IP	0.506	0.606		
VC	0.493	0.861	0.702	

Source: Processed Data (2025)

**Structural Model (Inner Model)**

**Figure 2. Inner Model**

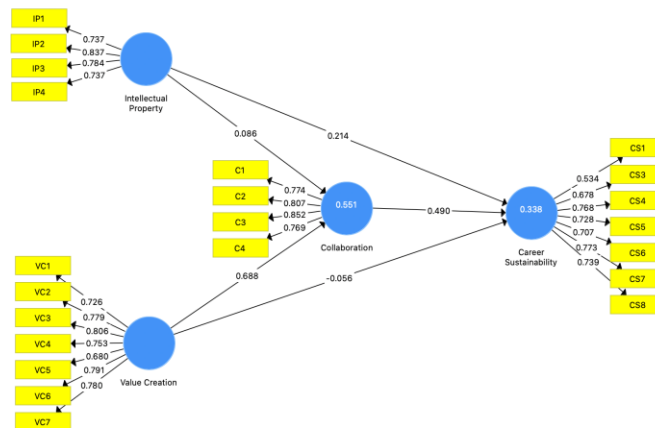


Figure 2 shows the results of the structural model, while Table 5 provides a complete overview of the path coefficients and hypothesis test results. The findings indicate that several direct paths are statistically significant. The analysis shows strong t-statistics for the relationship between Value Creation (VC) and Collaboration (C) at 4.403 (H2) and for Collaboration (C) on Career Sustainability (CS) at 4.108 (H5), demonstrating significant relationships. However, the direct paths from Intellectual Property (IP) to Career Sustainability (H3; t-statistic of 1.602), Value Creation to Career Sustainability (H4; t-statistic of 0.416), and IP to Collaboration (H1; t-statistic of 0.916) were all insignificant. Finally, with a t-statistic of 0.848, the indirect effect of IP on CS through C (H6) was also insignificant. In contrast, the indirect effect of VC on CS through C (H7) was found to be significant.

The independent variable, Value Creation, significantly affected the mediation variable, Collaboration, as shown by the p-value of 0.000 for H2. They are both acceptable: H2, "Value Creation affects Collaboration," and H5, "Collaboration affects Career Sustainability." The other direct paths, including those from the independent variables to the dependent variable, did not correlate significantly, with p-values of 0.110 (H3), 0.678 (H4), and 0.360 (H1). So, H1, H3, and H4 are rejected. However, H6 shows no significance for the mediation variable's impact on the relationship between IP and CS, while the mediation analysis shows a significant relationship for H7 with a p-value of 0.000, suggesting that Collaboration mediates the effect of Value Creation on Career Sustainability.

**Table 5. Path coefficient (direct and indirect test) and hypothesis test results**

	Path Coefficient	T Statistic	P Values	Relation
H1: IP → C	0.086	0.916	0.360	Hypothesis not Supported
H2: VC → C	0.688	4.403	0.000	Hypothesis Supported
H3: IP → CS	0.214	1.602	0.110	Hypothesis not Supported
H4: VC → CS	-0.056	0.416	0.678	Hypothesis not Supported
H5: C → CS	0.490	4.108	0.000	Hypothesis Supported
H6: IP → C → CS	0.042	0.848	0.397	Hypothesis not Supported
H7: VC → C → CS	0.337	3.870	0.000	Hypothesis Supported

Source: Processed Data (2025)

### Coefficient of Determination ( $R^2$ )

The value of  $R^2$  indicates how much the independent variable explains about the variance of the dependent variable. Based on the results shown in Table 6, the R-squared value of 0.551 and 0.338 implies that the independent variables explain 55.1% of the variance in collaboration and 33.8% of the variance in Career Sustainability (Stockemer, 2018).

**Table 6. R-Square test**

	R Square
CS	0.338
C	0.551

### F Square ( $F^2$ )

To assess the contribution of each predictor variable, the F-squared effect size was calculated. According to Hair et al. (2017), values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively. The results indicate that VC has a strong effect on Collaboration, as evidenced by a substantial  $F^2$  value of 0.686. The association between C and CS demonstrated a medium effect size, with an  $F^2$  value of 0.163. In contrast, IP was found to have a small effect on CS, with an  $F^2$  value of 0.045. Finally, the relationships between VC and CS ( $F^2 = 0.002$ ) and between IP and C ( $F^2 = 0.011$ ) suggest that these variables have little to no effect in the model.

**Table 7. F-Square test**

	CS	C
CS		
C	0.163	
IP	0.045	0.011
VC	0.002	0.686

### Q Square ( $Q^2$ )

With a  $Q^2$  score of 0.343 for C, the model demonstrates a medium degree of predictive accuracy for this construct. The predictive relevance for CS, however, was notably lower with a  $Q^2$  score of 0.156, which indicates a small but acceptable predictive significance. As both values are greater than zero, these findings, presented in Table 8, substantiate the model's predictive relevance for both constructs.

**Table 8. Q-Square test**

	$Q^2 (=1-SSE/SSO)$
CS	0.156
C	0.343

## DISCUSSION

### **The Effect of Intellectual Property and Value Creation Towards Collaboration**

The results of the direct effects for Intellectual Property (IP) on Collaboration (C) are found to be positively related but insignificant. This implies that H1 is rejected. Previous studies also suggested that intellectual property has a constraining effect on collaboration, but its influence is not purely direct (Lerner & Lin, 2025). It is conditional and mediated by several factors such as regulation, trust, industry context, and policy design. These findings reflect the current situation within Indonesia's independent music ecosystem. Many musicians still experience uncertainty regarding copyright ownership and royalty distribution on streaming platforms, which discourages open collaboration. The study also found that the direct effect of Value Creation (VC) on Collaboration (C) is a positive and significant. This implies that H2 is accepted. This finding is logical and aligns with the S-D Logic Framework; value is co-created. These results empirically confirm that in the music industry, value is the primary currency for entry into collaborative networks. Artists seek to collaborate with peers who can bring tangible assets, and VC is the measure of those assets.

### **The Effect of Intellectual Property, Value Creation, and Collaboration Towards Career Sustainability**

This study finds mixed results from the direct predictors of Career Sustainability. H3 showed a positive yet insignificant connection between Intellectual Property and Career Sustainability. This implies that H3 is rejected. This is not aligned with previous studies that have reported that IP rights are a fundamental driver for generating sustainable revenue and ensuring long-term financial stability (Adomako & Tran, 2024). This finding likely reflects the specific context of Indonesia's independent music scene. Inefficient royalty distribution systems, a key challenge in the industry, can render IP rights financially ineffective. If artists cannot reliably capitalize on their work through this system, the legal protection (IP) alone fails to translate into the financial stability and career growth required for a sustainable career.

An insignificant and positive relationship exists between Value Creation (VC) and Career Sustainability (CS). This implies that H4 is rejected. This finding is interesting, as previous research suggests that value creation is essential for establishing a stable foundation for a long-term career (Ayu Palar et al., 2024; Deshmane & Martínez-De-Albéniz, 2023). The rejection of this direct path does not suggest value creation is unimportant. Instead, it indicates that value creation is insufficient on its own. This result suggests that value creation is a critical input rather than a direct solution for career sustainability.

The results of this study confirm that the direct relationship between Collaboration (C) and Career Sustainability (CS) has a significant and positive effect. Therefore, H5 is accepted. This aligns with previous studies which identify collaboration as a vital process for sharing knowledge, resources, and expertise to overcome challenges (Hwang et al., 2022; Walzer, 2016). For independent musicians, collaboration is a primary strategy for resource integration, allowing them to share production tools, exchange ideas, and reach wider audiences. This process directly helps them maintain continuous growth, adaptability, and purpose, which are the core components of career sustainability (Schweitzer et al., 2023). This finding is central to the study's Service-Dominant (S-D) Logic framework, which posits that value is "co-created" in a team effort involving many people, where collaboration is the tangible process of this co-creation.

### **The Mediation Effect of Collaboration on Intellectual Property and Value Creation Towards Career Sustainability**

This study confirms no significant indirect relationship between Intellectual Property (IP) and Career Sustainability (CS) through Collaboration (C). This implies that H6 is rejected. This finding is a logical extension of H1, where it was also rejected. The causal chain is broken at its

first step. Because artists in this study do not appear to be leveraging their IP to foster collaborations, it follows that IP cannot indirectly impact their career sustainability *through* this channel. Even though IP ownership should theoretically provide the legal security for artists to engage in joint projects (Deshmane & Martínez-De-Albéniz, 2023). This finding suggests that in practice, the collaborations within this independent scene are not being primarily initiated or structured around formal IP agreements.

However, this study shows a strong and significant indirect relationship between Value Creation (VC) and Career Sustainability (CS) with Collaboration (C) as the mediator. This implies that H7 is accepted. This is the most critical finding of the research, as it resolves the rejection of H4 (VC). It shows that while value creation does not directly lead to career sustainability, it functions as a vital force that enables collaboration. It is this collaborative process that transforms an artist's potential into the tangible opportunities and resilience needed for a long-term career. According to the S-D Logic theory, an artist's value is an "input", but it is only through "resource integration" with others (Collaboration) that this value is co-created and results in a sustainable outcome.

## CONCLUSION

This research explored how intellectual property, value creation, and collaboration influence the career sustainability of independent musicians in Indonesia. The results show that collaboration plays a key role in connecting value creation with career sustainability. Musicians who actively collaborate are more likely to build long-term and stable careers. This supports the idea from Service-Dominant Logic theory that value is co-created through relationships and teamwork.

In contrast, intellectual property (IP) did not show a significant impact on collaboration or career sustainability. This may happen because of weak copyright enforcement and the unfair royalty system that still exists in Indonesia. Therefore, even though IP protection is important, it is not yet effective in supporting musicians' economic growth.

This study highlights that sustainable music careers depend not only on creativity and production quality but also on collaboration and relationship-building. Musicians are encouraged to strengthen networks and partnerships to expand their creative and financial opportunities. For policymakers, this research suggests improving IP management and collaboration platforms to support a fair and innovative music ecosystem.

The findings of this research suggest several promising avenues for future research. Future researchers can develop this study by adding factors such as digital platform policies, social capital, or government support, and by using qualitative methods to explore deeper insights about collaboration practices among musicians. Research could investigate how various digital-platform governance mechanisms moderate the pathways from value creation to collaboration to career sustainability among independent musicians.

## LIMITATION

This research has several limitations. First, the number of respondents (102) is still small and mostly from Java, so the results may not represent all Indonesian musicians. Second, data were collected using online questionnaires, which may include personal bias or inaccurate responses.

Third, the cross-sectional design means the study only shows relationships at one point in time and cannot fully explain long-term effects. Fourth, the measurement indicators were adapted from studies in other countries, which might not perfectly match Indonesia's cultural and music industry context. Lastly, the study treats intellectual property in a general way, while in reality, IP involves complex legal and economic aspects that were not deeply explored here.

These limitations do not weaken the findings but show where future research can improve. Studies with larger samples, long-term observation, or mixed methods are recommended to give a more complete picture of how musicians in Indonesia can achieve sustainable careers through collaboration and better IP management.

### Future Research Directions

The findings of this research suggest several promising avenues for future research. Future researchers can develop this study by adding factors such as digital platform policies, social capital, or government support, and by using qualitative methods to explore deeper insights about collaboration practices among musicians. Research could investigate how various digital-platform governance mechanisms moderate the pathways from value creation to collaboration to career sustainability among independent musicians. For instance, a mixed-method longitudinal study could examine whether artists on platforms with different algorithmic logics experience distinct collaboration networks and career sustainability outcomes.

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