

## The Application of Multitasking For Maximizing Staff Effectiveness During The Covid-19 Era at Most Blue Bali Resort

Gde Yudhie Adhitya Surya Pratama<sup>1\*</sup>, Ni Nyoman Triyuni<sup>2</sup>, I Wayan Basi Arjana<sup>3</sup>, Made Ruki<sup>4</sup>, Ni Wayan Wahyu Astuti<sup>5</sup>  
<sup>1,2,3,4,5</sup>Politeknik Negeri Bali, Indonesia  
email: <sup>1</sup>gde.yudhie@gmail.com, <sup>2</sup>triyuni@pnb.ac.id,  
<sup>3</sup>wayanbasiarjana@pnb.ac.id, <sup>4</sup>ruki@pnb.ac.id, <sup>5</sup>wayanwahyuastuti@pnb.ac.id

Received on 01 September 2023	Revised on 17 October 2023	Accepted on 19 October 2023
----------------------------------	-------------------------------	--------------------------------

### ABSTRACT

**Purpose:** This research was conducted to examine the effect of multitasking on quality performance for maximizing staff effectiveness during the COVID-19 era at Most Blue Bali Resort.

**Research methods:** The sample used in this study amounted to 30 respondents—the sampling method used simple sampling. The data analysis method used is a quantitative analysis using validity and reliability tests, classical assumption test, F test, coefficient of determination, t-test, and multiple regression analysis.

**Results and discussion:** Using the multiple regression method, it can be concluded that the amount of multitasking variable has a positive and significant effect on customer satisfaction with a significance value (P value) of  $0.0030 < 0.05$ . Age has a positive but insignificant effect on customer satisfaction with a significance value (P value) of  $0.727 > 0.05$ . The method of task completion has a positive but insignificant impact on customer satisfaction with a significance value (P value) of  $0.080 > 0.05$ . The position has a positive but insignificant effect on customer satisfaction with a significance value (P value) of  $0.383 > 0.05$ . Simultaneously, the amount of multitasking, age, method of task completion, and position have a significant effect on customer satisfaction with an F count of 11.217 with a significance figure (P value) of  $0.000 < 0.05$ .

**Implication:** The resulting coefficient of determination is 0.58, which means that 58 percent of changes in the quality performance variable are explained by the amount of multitasking, age, method of task completion, and position together, while the remaining 52 percent is explained by other variables not included in this research.

**Keywords:** multitask, quality performance, influence, application.

### INTRODUCTION

Tourism worldwide is going through a hard time with the coronavirus pandemic affecting the tourism industry worldwide. Many countries close their access to the airport to prevent the spreading of the virus. Due to this policy, the tourism industry in Bali is suffering from a decreasing occupancy rate. In This situation, the tourism industry management is finding a way to maximize the

effectiveness of their staff during this challenging time. The uncertain tourism condition has caused the industry active in the tourism sector to experience difficulties surviving. The low operating rate makes the company's income shrink, making it challenging to manage operational costs such as maintenance and employee work costs. Industry owners do several ways to minimize the losses they will get.

Some tourism industries choose to decrease human resources. They started by laying off employees, cutting off work relations, and even closing the hotels, but several industries that were still able to survive cut the length of work for each of their employees and split employees between working for low periods per month (10 days a month). Most Blue Bali Resorts use this policy to cut their employee work time and divide it into three monthly periods. This policy resulted in employees having to work in other fields, and the number of jobs and employees became unbalanced, which resulted in staff being required to multitask.

Most Blue Bali Resort is a villa located in Lebih, Gianyar Regency. The villa has four villas totaling 20 rooms with a pool and bar. Most Blue Bali Resort also has another branch that is located in Ubud, Gianyar, with three villas within it. Most Blue Bali Resorts are exclusive only for tourists from Japan because the villa's owner was from Japan, and she had a relationship with Travel from Japan, so they are working together. However, because of the coronavirus pandemic, it was impossible to receive international tourists due to the heavy requirement for people to travel.

A hotel is an accommodation business entity or company that provides services to the general public with lodging services, food and beverage providers, room service services, and clothes washing services. (Sarah W. K, 2012; Rhee & Yang, 2015; Nurnawati & Ardyrusmarryya, 2017; Sulastiyono, 2011:5; Bagyono, 2012:3). One of the types of hotel is a Resort Hotel, the resort hotel is a place to rest for visitors who come from foreign or domestic who are on vacation, located outside the city/suburb, mountain, or beach with linked interest such as sports activity, health, convention religion, and the other business necessity. (Yang & Chan, 2010; Juan & Lin, 2011; Ali & Amin, 2014; Choi et al., 2011)

Based on information from the villa management (Ernawati, 2020), the reason why Most Blue Bali Resort still survived the pandemic was because they maximized the workload to all staff from all the departments to take any possible job in the villa even though the job was not from their respective department, and focusing their work hour to be divided by three periods per month and each staff only work for ten days per month. With this policy, every staff is working correctly even though the occupancy rate of the villa is meager.

Multitasking is the skill of doing several activities or jobs simultaneously—a multitasking continuum based on the average time spent on one task before switching to another. At one extreme, some tasks involve widespread and sometimes imperceptible switching. Multitasking is often done to save time to achieve effectiveness and efficiency. (Adler & Benbunan, 2012; Mynatt et al., 2010; Adler & Benbunan, 2012; Stanley & Williamson, 2017; Pavese, 2016; Stanley & Williamson, 2017)

Organizational effectiveness ought to be seen as the intersection of profitability, worker satisfaction, and societal value; organizational effectiveness

is required to focus on the extent of productivity to support the reliability of and utilization of the organization's business model. It needs to focus on the simultaneous achievement of high production and high people-centered enterprise; organization effectiveness had to be concerned with the alignment of structure, process, and behavior, best judged in terms of short-term productivity, efficiency and satisfaction, intermediate ability and development and long-term survival (Sparrow & Cooper, 2014; Singh et al., 2020)

The application of multitasking to achieve effectiveness will be carried out with the help of knowledge sharing and good strategic human resource management. Knowledge sharing is a method of sharing an individual knowledge with other individuals or groups. This will help the development of human resources in the organization faster and decrease the overall cost of human resource training. (Wickramasinghe & Widyaratne, 2012; Farooq, 2018; Wang & Noe, 2010). Strategic human resources management is the model of planned activities implemented strategically, supporting the company to enable an organization to achieve its goals. (Kramar, 2014; And & Tandoğan, 2018).

Even though every staff within the villa is still working, there are some problems that the staff from this new policy; not every staff can adapt to this situation, and some staff cannot do the jobs that are not from their respective department effectively. Therefore, every staff must multitask to work professionally, effectively, and efficiently. By analyzing the skill of each of the staff at the Most Blue Bali Resort, it is expected that the indicators that need to be improved and maintained in the service given by every department at the Most Blue Bali Resort can anticipate the problem arising from the unfulfilled expectations from villa owner.

## RESEARCH METHODS

The Research was conducted at The Most Blue Bali Resort, especially in the Housekeeping Department—this resort is located at Serongga, Gianyar, Bali, Indonesia. The object of this research was The Application of Multitasking to increase the staff's effectiveness at The Most Blue Bali. The types of data used in this research are Quantitative and Qualitative data. (Sugiyono, 2016). The Data Sourced in this research was two data, namely Primary and Secondary data (Sugiyono, 2016). The Primary data directly from the researcher is the interview with the hotel management and questionnaire from the customers was held events at The Most Blue Bali Resort. The secondary data was from the previous research, and the other data associated with this research.

The population in this research is all the individuals who worked at Most Blue Bali Resort in March, April, May, June, and July, with a total of 47 staff. This research uses the Simple Sampling method; in this methodology, each individual has an equal chance of being selected in the sample from the population. Data is chosen using a random number table (Acharya et al., 2013). The sample of this research is the staff of Most Blue Bali Resort. to get the final sample of 30 respondents. The data collection method in this research is carried out by several stages, namely observation, interviews, documentation, literature research, and questionnaires. The instrument test used the validity and reliability test of the questionnaire. The validity test is done by comparing the correlation ( $r$ -count) of each score on the question item and the total score with an  $r$ -table value of  $df = n - k$  or  $30 - 4 = 26$ , where  $n$  is the number of respondents used, in this case, 30.

The r-table value with a degree of freedom of  $df = n - k$  or  $30 - 4 = 26$  is 0.317, and the question items on the questionnaire are declared valid if they have a value of more than 0.317 r-count. A reliability test is conducted to know the extent to which the results of measurements are reliable when measurements are repeated. The level of reliability is generally acceptable at a value of Cronbach's alfa 0.60 (Sugiyono, 2016). The analysis technique used in this research is a Multiple linear regression with three steps: Classic assumption test, multiple linear regression test, and multiple linear regression test.

Table 1. Reliability and Validity Test Result

Variable	R Count	Valid / Not Valid
Multitasking increases your productivity	0.454	Valid
The amount of multitasking increases the overall quality of your work performance	0.511	Valid
The higher your position, the more often you need to do multitasking	0.770	Valid
Switching between different task increase your performance	0.691	Valid
Multitasking is not affected by age	0.685	Valid
Multitasking helps you do F&B department task	0.669	Valid
Multitasking helps you do Housekeeping department task	0.625	Valid
Multitasking helps you do Front office task	0.525	Valid
Multitasking helps you do accounting task	0.694	Valid
Switching between different task increase your performance	0.523	Valid
Your work required you to multitask	0.794	Valid
The higher your position, the more often you need to do multitasking	0.826	Valid
A multitasking system is an accurate choice for the present situation	0.774	Valid
Multitasking helps in increasing the effectiveness of work in the villa	0.683	Valid
Multitasking helps increase the efficiency of work in the villa	0.717	Valid
Cronbach's Alpha = 0.603 Reliable		

Multiple linear regression analysis is used to determine how much influence the relationship between the variable multitasking amount ( $X_1$ ), age ( $X_2$ ), method of completion ( $X_3$ ), and position ( $X_4$ ) on dependent variable performance quality ( $Y$ ) to increase the staff's effectiveness at the Most Blue Bali Resort.

## RESULTS AND DISCUSSION

The characteristics of respondents in this research used 30 respondents aged 18-41. The most dominant age group of staff in The Most Blue Bali Resort

is the group aged 21-30 years, namely 22 staff (73.3%), followed by a group aged < 20 years, four staff (13.3%), and 31-40 years of 3 staff (10%). The smallest group was those aged > 41 years, one staff (3.3%)., based on staffs department was divided into several departments from Housekeeping Accounting, Food & Beverage, Spa, and Security, with the most dominant department group staff in The Most Blue Bali Resort is the Housekeeping department with the total of 12 staffs (40%) followed by department group of Food and Beverage, with the total of 6 staffs (20%), Accounting, with the total of 5 staffs (16.6%), and Spa department with the total of 4 staffs (13.3%). At the same time, the smallest group was those from the Security Department, namely three staff (10%).

The Multiple Linear Regression Analysis is the answer to the problem raised in this research which aims to determine The Application of Multitasking in Increasing the staff's effectiveness at The Most Blue Bali Resort with the result as follows:

1. Formulating the problems

This step determines the relevant variables according to the research objectives and the number of variables. In this research, 15 variables are considered possible because they have met the validity and reliability tests.

2. Classic assumption test

The classical assumption test of the regression model used is carried out to determine whether the regression model is good or not. In this study, the classical assumption tests used were the multicollinearity, heteroscedasticity, and normality tests.

a) Multicollinearity test

A multicollinearity test was conducted to test whether the regression model found a correlation between independent variables. A good regression model should not correlate with the independent variables. Testing the presence or absence of multicollinearity symptoms is carried out by paying attention to the correlation matrix value generated during data processing and the VIF (Variance Inflation Factor) value and its tolerance. If there is no correlation matrix value greater than 0.5, it can be said that the data to be analyzed is free of multicollinearity. Then if the VIF value is below ten and the tolerance value is close to 1, it can be concluded that the regression model does not have multicollinearity.

Table 2. Multicollinearity Test Result

Variable	Tolerance	VIF
The amount of Multitasking	.712	1.405
Age	.897	1.115
Method of Task Completion	.444	2.250
Position	.492	2.033

As shown in the result above, all of the tolerance is above 0.10, and all of the VIFs are below 10.00, so it is safe to say that the regression model does not have multicollinearity.

b) Heteroscedasticity test

In the heteroscedasticity test, the method most often used to determine whether a model is free from heteroscedasticity problems is simply by looking at the Scatter Plot. Apart from looking at the Scatter

Plot, several statistical methods can be used for heteroscedasticity tests, such as the Glejser test. In this study, researchers test whether heteroscedasticity occurs using the Glejser test. In the heteroscedasticity test with the Glejser test, if the Sig. (significance) of all the explanatory variables were not statistically significant ( $p > 0.05$ ), it can be said that the regression equation model did not experience heteroscedasticity.

Table 3. Heteroscedasticity Test Result

Variable	Sig
The amount of Multitasking	.298
Age	.409
Method of Task Completion	.360
Position	.988

Based on the results of the heteroscedasticity test table 3, it can be seen that the Sig. from each variable amounted to 0.298 for the Amount of multitasking variable, 0.409 for the Age Variable, 0.360 for the Method of Completion and 0.988 for the Position variable. From these results, it can be concluded that the regression equation model does not experience heteroscedasticity. Each variable's value is insignificant, or the Sig—Greater than 0.05.

c) Normality test

The purpose of the normality test is to test whether the dependent variable and the independent variable or both have a normal distribution in a regression model. A good regression model is a standard or near-normal data distribution. Normality detection is done by looking at the Normal Probability Plot graph. To test whether the data distribution is normal can be done by looking at an average probability plot graph that compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution. Suppose the data spreads around the line and follows the direction of the diagonal line. In that case, the regression model meets the normality assumption. However, if the data spreads far from the diagonal line and follows the direction of the diagonal line, the regression model does not fulfill the normality assumption.

In the figure, it can be seen that the average probability plot graph shows a regular graphic pattern. This can be seen from the point that spreads around the standard graph. This can be seen from the points that spread around the diagonal line, and the spread follows the diagonal line. Therefore, it can be concluded that the regression model is feasible because it fulfills the normality assumption.

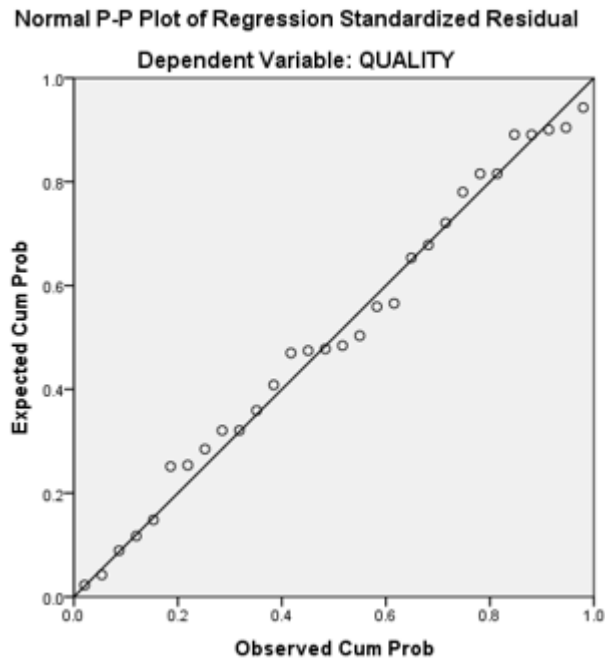


Figure 1. Normality Test Result

3. Multiple Linear Regression Coefficient test

a) T-test

A partial significance test is used to see the effect of each independent variable individually on the dependent variable. For this reason, the test statistic used is the t-test statistic or t-test. The decision-making criteria are: (a) if T count < T table, then the independent variable does not have a significant effect on the dependent variable; (b) if T count > T table, then the independent variable has a significant effect on the dependent variable. Alternatively, it can also be seen by looking at the p-value, (a) if Sig > 0.05, then the hypothesis is not tested; (b) if Sig < 0.05, then the hypothesis is tested. T table used in this regression model can be found by  $T \text{ table} = t (\alpha / 2; n-k-1) = t (0.025; 25) = 2.05954$ .

Table 4. T Test Result

Variable	t	Sig
The amount of Multitasking	3.235	.003
Age	.353	.727
Method of Task Completion	1.825	.080
Position	.887	.383

Based on the results of the T-test in Table 4, it can be seen that the significance value of The Amount of Multitasking variable is 0.003. So, it can be concluded that the variable The Amount of Multitasking significantly affects return quality performance because the value is <0.05. Moreover, based on the T-count test, the T-count is 3,235, while the T-table value is 2.05954. From these results, it can be concluded that The Amount of Multitasking significantly affects quality performance because of T-count > T-table. Moreover, based on the table, the most dominant variable is The Amount of Multitasking; the determination of the

most dominant variable in the study can be seen from the value of the Standardized Coefficient Beta, which is the largest at 0.459. This result is similar to the current situation described by the Villa Manager of Most Blue Bali Resort, where she said that by giving higher tasks to the staff, they were able to achieve close to the same performance as before the COVID-19 pandemic and with minimum staffs on a single day on top of that.

Based on the results of the T-test in Table 4, it can be seen that the significance value of the Age variable is 0.727. So, it can be concluded that the variable Age does not significantly affect return quality performance because the value is  $>0.05$ . Moreover, based on the T-count test, the T-count is 0.353, while the T-table value is 2.05954. From these results, it can be concluded that Age does not significantly affect quality performance because  $T\text{-count} < T\text{-table}$ . This result is similar to the situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu. She said that age was not a big problem for their staff to be able to multitask.

Based on the results of the T-test in Table 4, it can be seen that the significance value of the Method of Task Completion variable is 0.08. So, it can be concluded that the variable Method of Task Completion does not significantly affect return quality performance because the value is  $>0.05$ . Moreover, based on the T-count test, the T-count is 1.825, while the T-table value is 2.05954. From these results, it can be concluded that the Method of Task Completion does not significantly affect quality performance because  $T\text{-count} < T\text{-table}$ . This result is similar to the current situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu, who said that the method their staff uses to complete each task given from different departments was already taught by the respective department staff to the other. Hence, they already know how to complete a specific task and use multitasking to help speed up the workload.

Based on the results of the t-test in Table 4, it can be seen that the significance value of the Position variable is 0.383. So, it can be concluded that the variable Position does not significantly affect return quality performance because the value is  $>0.05$ . Moreover, based on the T-count test, the T-count is 0.887, while the T-table value is 2.05954. From these results, it can be concluded that Position does not significantly affect quality performance because  $T\text{-count} < T\text{-table}$ . This result is similar to the situation described by the Villa Manager of Most Blue Bali Resort, Mrs. Ayu. She said multitasking is a mandatory skill for all the staff, not just those in the higher position.

b) F test

This test is conducted to see whether the independent variable significantly affects the dependent variable. A simultaneous test is performed using the F test statistic. The decision-making using the F test statistic is: (a) if  $F\text{-count} < F\text{-table}$ , then the independent variable simultaneously does not have a significant effect on the dependent variable; (b) if  $F\text{-count} > F\text{-table}$ , then the independent variable simultaneously has a significant effect on the dependent variable. Alternatively, it can also be seen by looking at the p-value, (a) if  $\text{Sig} >$



0.05, then the hypothesis is not tested; (b) if Sig <0.05, then the hypothesis is tested. F table used in this regression model can be found by  $F\text{-table} = F(k; n-k) = F(4; 26) = 2.74$ .

Table 5. F Test Result

Variable	F	Sig
Regression	11.217	.000 <sup>b</sup>
Residual		
Total		

Based on the results of the F-test in Table 5, it can be seen that the significance value is 0.000. So, it can be concluded that the variable The amount of multitasking, age, method of task completion, and position significantly affect quality performance because the value is <0.05. Moreover, based on testing the F value, the F-count is 11.217, while the value in the F-table is 2.74. From these results, it can be concluded that the variable the amount of multitasking, age, method of task completion, and position has a significant positive effect on quality performance because  $F\text{-count} > F\text{-table}$  and the value is positive. The result above is the same as the current situation at the Most Blue Bali Resort, where all of the variables from Multitasking above positively affected the quality performance. Starting from the higher amount of multitasking given to staff resulting in the workload per day being done much faster with minimum effort, the difference in age does not affect the staff to implement multitasking, and the completion of different task from different department through multitasking help the staffs developing their time management. Lastly, all the staff multitask in their work regardless of their position. All of those explanations were based on the situation described by the Villa Manager of Most Blue Bali Resort.

c) Coefficient of Determination

The coefficient of determination ( $R^2$ ) is carried out to see whether there is a perfect relationship or not, which shows whether there are changes in the independent variables (multitasking amount, age, method of completion, position) will be followed by the dependent variable (performance quality) in the same proportion. This test looks at the R Square value ( $R^2$ ). The value of the coefficient of determination is between 0 and 1. Furthermore, a small  $R^2$  value means that the ability of the independent variables to explain the variation in the dependent variable is minimal. A value close to 1 means that the independent variables provide almost all the information needed to predict the dependent variation.

Table 6. Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.801 <sup>a</sup>	.642	.585	2.107

In Table 6. it can be seen that the Adjusted R2 value is 0.585. This means that the independent variables (the amount of multitasking, age, method of task completion, and position) can explain the dependent variable (quality performance) by 58%. In contrast, the rest is explained by other factors not examined.

#### 4. Multiple Linear Regression Analysis

From the regression results using the SPSS program. The regression coefficient obtained and the equation are as follows:

Table 7. Multiple Linear Regression Analysis Result

Variable	t	Sig
The amount of Multitasking	3.235	.003
Age	.353	.727
Method of Task Completion	1.825	.080
Position	.887	.383

$$CapCapCaptwo.459 X_1 + 0.045 X_2 + 0.32X_3 + 0.151 X_4$$

Based on the result above, four hypotheses can be concluded as follows

- a. H<sub>1</sub>: The amount of multitasking has a positive and significant effect on quality performance

The first hypothesis statement that the amount of multitasking has a positive and significant effect on customer satisfaction is proven. This can be indicated by a significance value (P value) of 0.003, more diminutive than 0.05, and a regression coefficient value of 0.459. It can be concluded that the higher the amount of multitasking provided by the Most Blue Bali Resort, the higher the quality performance of the staff because with a higher amount of tasks given to the staff, they will get more used to the task given, learn about how to do another task faster and do their job more easily

- b. H<sub>2</sub>: Age has a positive and significant effect on quality performance

The second hypothesis statement that age positively and significantly affects customer satisfaction is not proven. This can be indicated by a significance value (P value) of 0.727, far above 0.05, and a regression coefficient value of 0.045. It can be concluded that age has a positive and insignificant effect on quality performance. Age has a positive effect on the quality performance because the difference in age of the staff was not a problem for them to use or learn multitasking; younger and older staff have their pros and cons to using multitasking. For example, the younger staff can learn faster how to do other department tasks and implement multitasking while the older staff might slightly have a difficult time implementing multitasking, but with their long time experience in the field of work, it was easier for them to do other jobs from the other department.

- c. H<sub>3</sub>: Method of task completion has a positive and significant effect on quality performance

The third hypothesis statement that the Method of task completion has a positive and significant effect on customer satisfaction is not

proven. This can be indicated by a significance value (P value) of 0.080, above 0.05, and a regression coefficient value of 0.328. It can be concluded that the Method of task completion has a positive and insignificant effect on quality performance. Method of task completion was able to help the staff not just do multiple tasks at once but also help them find out which method is faster and easier to do and complete their tasks.

- d. H<sub>4</sub>: Position has a positive and significant effect on quality performance
- The fourth hypothesis statement that positions positively and significantly affect customer satisfaction is not proven. This can be indicated by a significance value (P value) of 0.383, far above 0.05, and a regression coefficient value of 0.151. It can be concluded that Position has a positive and insignificant effect on quality performance. The higher position usually requires the person in charge to multitask to make their job easier; if every staff member could multitask, their overall job would also become more accessible. Based on the interview result, precisely question number 5. Most of Blue Bali Resort's management sees this as an opportunity, implements it, and tells their staff to multitask regardless of their position.

Organizational Effectiveness, based on the explanation in Chapter II, says that an organization is considered adequate if it can focus on the extent of productivity in support of the reliability of and utilization of the organization's business model. Multitasking can help the organization to achieve the extent of their productivity while maintaining the reliability of their business because multitasking can lower the overall cost of the organization by simply giving a single to work multiple jobs while still maintaining the same productivity, especially on the current Covid-19 pandemic where the general economy is at its low and most of the industry including The Most Blue Bali Resort cutting their worker worktime.

Based on the research results, it can also be seen that from the variable amount of multitasking, age, method of task completion, and position, the variable of the amount of multitasking has the most dominant influence on quality performance, where the amount of multitasking variable has a positive and significant on quality performance. The age, the method of task completion, and the position factor have a positive but insignificant effect. The overall effect of multitasking on the quality performance of The Most Blue Bali resort is positive, which means that using multitasking, the effectiveness of quality performance of the staff will increase, but with some variables resulting in an insignificant effect means that the increase will be just slightly above average.

The result of the test carried out to find out about the connection between Multitasking and Quality Performance on the first problem, which resulted in a slight increase in quality performance through multitasking, considering the current situation of the small number of workers every day caused by the Covid – 19 pandemic on The Most Blue Bali Resort. Achieving a slight performance increase from the typical situation is an excellent result. Seeing the result from the questionnaire answered by the staff of Most Blue Bali Resort, question number 19 asks whether is the right choice for the current situation resulting in an average score of 5.5, meaning that most of the respondents slightly agree to

agree with the statement asked on the questionnaire. So it can be concluded that the management of Most Blue Bali Resort is making the right choice to use Multitasking.

## CONCLUSION

Based on the results of research in Result and Discussion, the multiple linear regression equation obtained is  $Y = 0.459 X_1 + 0.045 X_2 + 0.328 X_3 + 0.151 X_4$ . Based on multiple linear regression analysis, it can be seen that the most influencing variable on consumer satisfaction is the amount of multitasking variable with a regression coefficient value of 0.459 (45 percent). The variable age has a positive but insignificant effect with a regression coefficient value of 0.045 (4 percent). The variable method of task completion has a positive but insignificant effect with a regression coefficient value of 0.328 (32 percent). The position variable has a positive but insignificant effect with a regression coefficient value of 0.151 (15 percent). In testing the hypothesis using the F test, it can be explained that the four variables, namely the amount of multitasking ( $X_1$ ), age ( $X_2$ ), method of task completion ( $X_3$ ), and position ( $X_4$ ) for the dependent variable quality performance ( $Y$ ) simultaneously affects customer satisfaction. This is indicated by the calculated F value of 11,217 with a significance value (P value) of  $0.000 < 0.05$ .

The resulting coefficient of determination ( $R^2$ ) is 0.585. This means that changes in the amount of multitasking, age, method of task completion, and position explain 58 percent of changes in the quality performance variable. In comparison, the remaining 52 percent is explained by other variables not included in this study. Multitasking was giving a positive result in improving the quality performance, but only one aspect gave the most significant change.

## REFERENCES

- Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it? *Indian Journal of Medical Specialities*, 4(2). <https://doi.org/10.7713/ijms.2013.0032>
- Adler, R. F., & Benbunan-Fich, R. (2012). Juggling on a high wire: Multitasking effects on performance. *International Journal of Human-Computer Studies*, 70(2), 156–168. <https://doi.org/10.1016/j.ijhcs.2011.10.003>
- Ali, F., & Amin, M. (2014). The influence of physical environment on emotions, customer satisfaction, and behavioral intentions in the Chinese resort hotel industry. In *J. Global Business Advancement* (Vol. 7, Issue 3). [www.travelchinaguide.com](http://www.travelchinaguide.com)
- And, S., & Scientific Tandoğan, M. (2018). Otel Çalışanlarının Verimlilikleri Üzerinde Stratejik İnsan Kaynakları Yönetiminin Etkisi. In *R&S-Research Studies Anatolia Journal* (Vol. 1, Issue 2). [www.dergipark.gov.tr/rs](http://www.dergipark.gov.tr/rs)
- Bagyono. (2012). *Pariwisata dan Perhotelan*. Alfabeta, Bandung.
- Choi, H. Y., Lehto, X., & Brey, E. T. (2011). Investigating resort loyalty: Impacts of the family life cycle. *Journal of Hospitality Marketing and Management*, 20(1), 121–141. <https://doi.org/10.1080/19368623.2011.530185>
- Farooq, R. (2018). A conceptual model of knowledge sharing. In *International Journal of Innovation Science* (Vol. 10, Issue 2, pp. 238–260). Emerald Group Publishing Ltd. <https://doi.org/10.1108/IJIS-09-2017-0087>

- Juan, P. J., & Lin, S. Y. (2011). Research note: Resort hotel location. In *Tourism Economics* (Vol. 17, Issue 4, pp. 925–931). <https://doi.org/10.5367/te.2011.0072>
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *International Journal of Human Resource Management*, 25(8), 1069–1089. <https://doi.org/10.1080/09585192.2013.816863>
- Mynatt, E. D., Hudson, S. E., Fitzpatrick, G., Association for Computing Machinery., & SIGCHI (Group: U.S.). (2010). *CHI 2010: We are HCI: conference proceedings, Atlanta, GA, USA, April 10-15, 2010*—Association for Computing Machinery.
- Nurnawati, E. K., & Ardyrusmarryya, D. (2017). Pemetaan hotel untuk menunjang potensi wisata berbasis mobile untuk menunjang smart city. *Prosiding Sensei*, 1(1), 1–8.
- Pavese, C. (2016). Skill in epistemology I: Skill and knowledge. *Philosophy Compass*, 11(11), 642–649. <https://doi.org/10.1111/phc3.12359>
- Rhee, H. T., & Yang, S. B. (2015). Does the hotel attribute importance differ by the hotel? Focusing on hotel star classifications and customers' overall ratings. *Computers in Human Behavior*, 50, 576–587. <https://doi.org/10.1016/j.chb.2015.02.069>
- Sarah W. K. (2012). Hospitality industry employer's expectation of employees' competencies in Nairobi Hotels. *Journal of Hospitality Management and Tourism*, 3(4). <https://doi.org/10.5897/jhmt.11.022>
- Singh, R., Charan, P., & Chattopadhyay, M. (2020). Evaluating the Hotel Industry Performance Using Efficiency and Effectiveness Measures. *International Journal of Hospitality and Tourism Administration*. <https://doi.org/10.1080/15256480.2020.1769521>
- Sparrow, P., & Cooper, C. (2014). Organizational effectiveness, people and performance: new challenges, new research agendas. *Journal of Organizational Effectiveness*, 1(1), 2–13. <https://doi.org/10.1108/JOEPP-01-2014-0004>
- Stanley, J., & Williamson, T. (2017). Skill. *Nous*, 51(4), 713–726. <https://doi.org/10.1111/nous.12144>
- Sugiyono. (2016). *Metode Penelitian Manajemen*. Bandung. Alfabeta.
- Sulastiyono, A. (2011). *Manajemen Penyelenggaraan Hotel*. Bandung: Alfabeta.
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review*, 20(2), 115–131. <https://doi.org/10.1016/j.hrmmr.2009.10.001>
- Wickramasinghe, V., & Widyaratne, R. (2012). Effects of interpersonal trust, team leader support, rewards, and knowledge sharing mechanisms on knowledge sharing in project teams. *VINE*, 42(2), 214–236. <https://doi.org/10.1108/03055721211227255>
- Yang, Y., & Chan, A. (2010). *A Hierarchical Approach to Measure Service Performance in The Resort Hotel's Service Encounters*.