



## **THE EFFECT OF MULTITASKING AND PERSON-JOB FIT ON WORK PRODUCTIVITY OF CV ARYANTO HERBAL TASIKMALAYA MARKETING EMPLOYEES**

Kania Zalpa Ramadhani<sup>1\*</sup>, Shayla Azmi Setiabudi<sup>2</sup>, Salsabila Maryam<sup>3</sup>

<sup>1,2,3</sup>Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

<sup>\*</sup>[223402001@student.unsil.ac.id](mailto:223402001@student.unsil.ac.id)

**Abstract.** This study aims to analyze the influence of multitasking and person–job fit on work productivity among employees of the marketing department at CV Aryanto Herbal Tasikmalaya. Using a quantitative associative approach with the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, data were obtained through questionnaires completed by 30 employees. The findings reveal that multitasking exerts a positive and significant impact on work productivity, indicating that employees capable of managing multiple tasks efficiently tend to perform better. Conversely, person-job fit shows a negative and significant effect on productivity. Management can ensure proportional task variation to keep employees' potential developing. It shows that excessive alignment or mismatch between an individual's abilities and job demands may reduce performance levels. These results highlight the importance of achieving an optimal balance between task distribution and employee competencies. Management is therefore encouraged to implement competency-based evaluations and strategic employee placement to ensure that work assignments are aligned with individual capabilities, thus fostering an environment that supports both efficiency and sustained productivity growth.

**Keywords:** Multitasking; Person-Job Fit; Work Productivity.

### **1. Introduction**

Productivity is one of the important measures to evaluate the performance of an organization in various fields. Productivity is influenced by various factors such as occupation, lifestyle, health factors, and socio-demographics (Clevis et al., 2025). The decline in work productivity at the global level every year has undergone significant changes. Labor productivity growth in various countries has also decreased. Based on the global growth rate, the world economy shows a slowdown in 2024 by 3.3% and in 2025 by 2.8%. This phenomenon is in line with the challenge of work productivity, where advanced economies will only grow 1.4% in 2025 (INF, 2024).

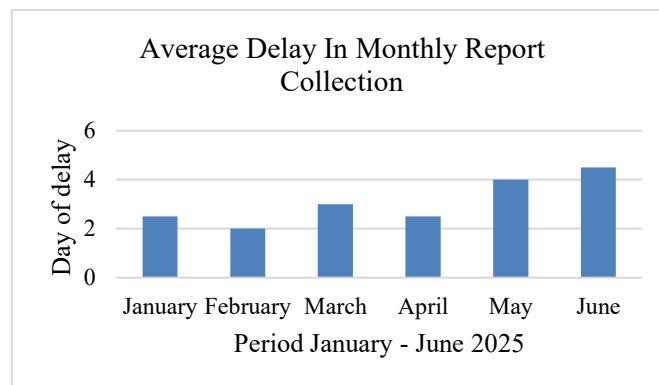
According to the OECD Compendium of Productivity Indicators 2024 a key publication from the Organisation for Economic Co-operation and Development that monitors global economic trends labour productivity growth in advanced economies shows a declining trend, particularly during the 2019-2021 period due to the COVID-19 pandemic. Despite the recovery in 2021, productivity is still at a low level, especially in the Eurozone region where its performance is below the United States. This decline in global productivity is caused by long-term structural weakness, where the impact of the pandemic has not brought significant improvements to work efficiency (Co-operation, 2023).

At the Southeast Asian level, Indonesia occupies the fifth position in terms of labor productivity, relatively higher than countries such as the Philippines, Vietnam, and Laos. However, labor productivity in Indonesia is still a big challenge to be improved. The main factors include the low level of education, where most of the workforce is only elementary school education as much as 53.44%, and working hours below 35 hours per

## ***The Effect of Multitasking and Person-Job Fit on Work Productivity of CV Aryanto Herbal Tasikmalaya Marketing Employees***

week which reaches 31.08%. These two factors have a significant effect on the achievement of national productivity (Binwasnaker & K3, 2021). In addition, Indonesia's labor productivity is still relatively low compared to the average ASEAN country, with a capital index of 0.54 while the ASEAN average reaches 0.59.

The phenomenon of declining productivity can also be seen in the industrial sector and medium-scale companies in the region. One of them is CV Aryanto Herbal Tasikmalaya, which is engaged in the production and distribution of herbal products. The variety of responsibilities and operational activities means that employees often have to handle multiple jobs at the same time. Based on data collected from CV Aryanto Herbal Tasikmalaya, the following is a graph of the increase in delays in the collection and delivery of reports.



*Source: Data Processing, 2025*

Figure 1. Average Delay in Monthly Report Collection  
Period January - June 2025

Figure 1 shows that the delay in the collection and delivery of reports is increasing every month. This condition can reduce work effectiveness if the division of tasks is disproportionate. In addition, the level of conformity between individual abilities and job demands (person-job fit) also plays an important role in determining the quality of employee performance (Jiang et al., 2025).

The phenomenon of multitasking has become a global concern because it affects work effectiveness and efficiency. Performing multiple tasks at once can reduce the quality of results and increase work pressure so that it has an impact on productivity (Butt & Warraich, 2022), the demands of efficiency encourage individuals to multi-task, although it raises debates about its impact on the quality and well-being of employees (An Nisa & Baskara, 2024.)

Work productivity is work is an important measure in assessing organizational performance. Based on data from the Central Statistics Agency (BPS) in 2023, Indonesia's labor productivity is influenced by various internal and external factors. In the work environment, multitasking has become common due to the dynamics of company policies and customer service that demand speed and accuracy (An Nisa & Baskara, 2024.).

For SMEs such as CV Aryanto Herbal Tasikmalaya, which have limited resources, multitasking capabilities enable efficient operations. Employees who are comfortable working on multiple tasks tend to perform better and are more satisfied if their work environment is supportive. Understanding and managing multitasking and person-job fit is essential for SMEs to maintain competitiveness in a dynamic market (Howard &

Cogswell, 2022).

At CV Aryanto Herbal Tasikmalaya, the variety of responsibilities and operational activities make marketing employees often have to handle several jobs at once. This condition can reduce work effectiveness if the division of tasks is disproportionate. In addition, the level of conformity between individual abilities and job demands (person-job fit) also plays an important role in determining the quality of employee performance (Jiang et al., 2025).

The problem that arises is the imbalance between the demands of multitasking and the ability of marketing employees to adjust to the work undertaken. This phenomenon raises questions about the extent to which multitasking and person-job fit affect the work productivity of employees in the marketing department of CV Aryanto Herbal Tasikmalaya. In the study (Mailand et al., 2024) stated that multitasking can reduce productivity, while person-job fit improves employee performance (Dewi, 2023).

Meanwhile, research (Kim & Lee, 2024) shows a significant negative result of person-job fit on work productivity, indicating that employees tend to experience excessive comfort, which reduces their initiative. Conversely, research (Rates & Health, 2025) shows that person-job fit has a positive effect, while multitasking has a significant negative effect on work productivity because it increases work errors. However, there is also research (Bhandari et al., 2024) which shows that both multitasking and person-job fit have a direct negative effect on productivity. This study suggests the possibility of other factors that can trigger a decline in productivity. However, research that combines these two variables in companies is still limited.

This research is important to understand the effect of multitasking and person-job fit on the work productivity of employees in the marketing department of CV Aryanto Herbal Tasikmalaya. The results are expected to help management in managing workload, employee placement, and improving organizational efficiency and quality of public services.

## **2. Research Methods**

This study employs a quantitative approach with an explanatory research design, utilizing a purposive sampling technique. This sampling method was chosen because the research problem is specific to the work of the marketing department employees. The study aims to determine the extent to which multitasking and person-job fit influence the work productivity of the marketing staff at CV Aryanto Herbal Tasikmalaya. The quantitative approach was chosen because this study focuses on measuring the relationship between variables using statistically processed numerical data, while the associative descriptive method is used to describe the actual conditions in the field and explain the cause-and-effect relationship between variables (Sugiyono 2019).

The research data was collected using a closed-ended questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), which contained statements regarding multitasking, person-job fit, and employee work productivity. In addition to questionnaires, data was also obtained through semi-structured interviews with leaders as well as documentation in the form of employee data, organizational structure, and employee performance reports in the marketing department (Creswell & Poth, 2023; Bowen, 2021). Before use, the research instrument is tested through validity tests and reliability tests to ensure the accuracy and consistency of the data (Creswell & Poth, 2023; Bowen, 2021). The validity test aims to assess the extent to which the

statement item is able to measure the construct in question, while the reliability is tested using Cronbach's Alpha coefficient, with a value of  $\alpha \geq 0.70$  indicating good reliability (Ghozali & Latan, 2015).

Data analysis was carried out using the Partial Least Square – Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 3.0 software. This method was chosen because it is able to process data with a small sample size, does not require normal data distribution, and can test the direct and indirect relationships between variables simultaneously (Hair, Hult, Ringle, & Sarstedt, 2022). The PLS-SEM analysis includes two stages, namely the measurement model (outer model) and the structural model (inner model). The measurement model was used to assess the validity and reliability of the construct through the Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha indicators. Meanwhile, the structural model was used to test the strength of the relationship between variables by looking at the values of R-Square ( $R^2$ ), F-Square ( $F^2$ ), Q-Square ( $Q^2$ ), and Path Coefficient which were tested through t-statistical values and p-values (Hair et al., 2022; Henseler, Hubona, & Ray, 2016).

With this method, the research is expected to be able to provide an objective picture of the influence of multitasking and person-job fit on the work productivity of BAPENDA employees in Tasikmalaya City, as well as produce an empirical model that can be used as a reference in human resource management in government agencies.

### **3. Results and Discussion**

#### **Average Research Indicators**

This study involved 30 employees of the marketing department of CV Aryanto Herbal Tasikmalaya. Data was collected through a questionnaire that was completed by respondents.

Based on the results of a questionnaire filled out by 30 employees, data was collected on Dual Task (*Multitasking*), *Person-job fit* and *Work Productivity*. The respondents' responses to the third variable were then analyzed using the following percentage formula.

$$\text{Average} = \frac{\text{Number of Respondents to Certain Indicators}}{\text{Total Respondents}} \times 100\%$$

Table 1. Average Research Indicators

| No. | Indicators | Average Score | Category |
|-----|------------|---------------|----------|
| 1.  | MT 1       | 2.03          | Low      |
| 2.  | MT 2       | 2.90          | Moderate |
| 3.  | MT 3       | 2.73          | Moderate |
| 4.  | MT 4       | 2.80          | Moderate |
| 5.  | MT 5       | 3.50          | High     |
| 6.  | PJF 1      | 2.17          | Low      |
| 7.  | PJF 2      | 1.90          | Low      |
| 8.  | PJF 3      | 2.27          | Low      |
| 9.  | PJF 4      | 3.73          | High     |
| 10. | PJF 5      | 3.73          | High     |
| 11. | WP 1       | 4.07          | High     |
| 12. | WP 2       | 4.10          | High     |
| 13. | WP 3       | 4.10          | High     |
| 14. | WP 4       | 3.90          | High     |
| 15. | WP 5       | 3.67          | High     |

Source: Data Processing, 2025

#### Outer Model Classification Outer Model:

- Convergent Validity, measured by Average Variance Extracted (AVE). All variables met the AVE criterion  $\geq 0.50$ .
- Reliability, measured by Cronbach's Alpha and Composite Reliability. All values exceed 0.70, which indicates a reliable instrument.

Table 2. Convergent Reliability and Validity Test Results

| Variable | Cronbach's Alpha | Composite Reliability | AVE          |
|----------|------------------|-----------------------|--------------|
| MT       | 0.848            | 0.894                 | <b>0.737</b> |
| PJF      | 0.893            | 0.952                 | <b>0.908</b> |
| WP       | 0.899            | 0.925                 | <b>0.756</b> |

Source: Data Processing, 2025

#### Inner Model (Structural Model)

Table 3. Path Analysis Results

| Path                                           | Path Coefficient ( $\beta$ ) | T-Statistics | P-Value |
|------------------------------------------------|------------------------------|--------------|---------|
| Multitasking $\rightarrow$ Work Productivity   | 0.520                        | 3.011        | 0.003   |
| Person-Job Fit $\rightarrow$ Work Productivity | -0.481                       | 3.059        | 0.002   |

Source: Data Processing, 2025

Based on Table 3, it is concluded that:

- Multitasking (MT) has a positive and significant effect on Work Productivity (WP) ( $\beta=0.520$ ;  $p=0.003$ ), so that the increase in multitasking is followed by the increase in productivity.
- Person-Job Fit (PJF) had a negative and significant effect on taxpayers ( $\beta=-0.481$ ;  $p=0.002$ ), which means that an increase in PJF was followed by a decrease in productivity.
- The  $R^2$  value of 0.564 indicates that 56.4% of the variation in work productivity can be explained by these two variables.

With this the  $R^2$  value for Work Productivity is 0.564, meaning that 56.4% of the variation in work productivity can be explained by the variables Multitasking and Person-job fit, while 43.6% is influenced by other factors outside the model.

#### Hypothesis Test

Based on the results of the hypothesis testing, it can be concluded that:

- Multitasking* (MT)  $\rightarrow$  *Work Productivity* (WP): Significantly positive  $\rightarrow H_1$  received ( $\beta = 0.520$ ;  $p = 0.003$ ).
- Person-job fit* (PJF)  $\rightarrow$  *Work Productivity* (WP): Significantly negative  $\rightarrow H_2$  received ( $\beta = -0.481$ ;  $p = 0.002$ ).
- $R^2$  *Work Productivity* = 0.564  $\rightarrow$  56.4% of the variation in work productivity was explained by MT and PJF, the rest was influenced by other factors.

Based on the results of hypothesis testing, it was concluded that multitasking had a significant positive effect, while person-job fit had a significant negative effect on work productivity. For management, the negative finding of person-job fit indicates that employees may become too comfortable and lose their motivation to grow. Management needs to continuously provide new challenges and implement reward systems that encourage innovation to prevent productivity from stagnating. These two variables together explain 56.4% of the variation in work productivity, while the rest are influenced

by other factors outside the model.

Based on the data management carried out, the results of the research were analyzed as follows:

### **The Effect of Multitasking on Work Productivity**

The results of the analysis prove that multitasking has a significant and positive effect on the work productivity of marketing employees at CV Aryanto Herbal. These findings indicate that employees' ability to handle several tasks simultaneously actually drives efficiency and work output. In a dynamic herbal business environment, the demand to work multitasking seems to be well responded to by employees, thus having a positive impact on productivity achievements. However, these findings also need to be carefully scrutinized because several studies actually show that multitasking has the potential to reduce work quality and increase employee stress.

Research by (An Nisa & Baskara, 2024) analyzed the effects of multitasking on employees in fast-moving industries, such as technology and manufacturing. They found that positive multitasking was hampered by increased work output, as employees were able to adapt to the high demands of multitasking. This is similar to the study's findings, in which employees at CV Aryanto Herbal responded well to multitasking, although the study emphasized the importance of training to avoid stress.

However, many studies show that multitasking tends to decrease productivity due to increased stress and cognitive impairment. A meta-analysis by (Mark et al., 2021) found that multitasking often reduces the quality of work and increases errors, which contradicts your findings. The study analyzed data from various industries and concluded that multitasking leads to a "switching cost", which reduces overall efficiency.

### **The Effect of Person-Job Fit on Work Productivity**

In contrast, person-job fit shows a significant but negative influence on work productivity. These counter-intuitive results suggest that the match between employee abilities and job demands does not necessarily increase productivity. A plausible interpretation is that employees who feel "too comfortable" with their position tend to be less motivated to achieve optimal performance. In addition, a mismatch between employee expectations and the reality of work or an inadequate incentive system can also explain this phenomenon. These findings open up a space for discussion about the complexity of the relationship between job fit and actual performance in the field.

A study in the Journal of Applied Psychology (Kim & Lee, 2024) states that optimal person-job fit enhances performance, but excessive compatibility actually triggers boredom and a decrease in effort. Furthermore, previous research by (Zhang et al., 2021) confirms that person-job fit can induce psychological withdrawal and a decline in proactive behavior, particularly when the company's incentive system fails to convert high employee potential into motivation a phenomenon highly consistent with the interpretation of the findings at CV Aryanto Herbal regarding the inadequacy of the incentive system.

A study by (Lubis & Nasution, 2024) found that high person-job fit can lead to "overfit syndrome", where employees feel over-satisfied and lose motivation to achieve further. This is in line with the interpretation of research in CV Aryanto Herbal that employees who are too comfortable may not achieve optimal performance, especially if the incentive system is inadequate.

The two independent variables together explain 56.4% variation in work

productivity, suggesting that multitasking and person-job fit are important determinants. The managerial implication of these findings is the need for balanced policies: on the one hand, companies can leverage multitasking to increase efficiency, but on the other hand it is necessary to strengthen career development and motivation systems so that job matches do not turn into fatigue or pseudo-satisfaction that actually decreases productivity. The remaining 43.6% explained by other factors suggested that future research include variables such as leadership, organizational culture, or reward systems for a more comprehensive understanding.

#### **Dynamic Interaction between Variables**

The configuration of the research model that reached  $R^2$  0.564 indicated that the interaction between multitasking and person-job fit created a complex synergy in predicting productivity variance. These results suggest that productivity optimization does not depend only on independent factors, but on a *balanced alignment* between the demands of tasks and individual capabilities. *The curvilinear relationship* identified demands a *contingency perspective approach* in performance management.

#### **Theoretical and Practical Implications**

The findings of this study revise some of the basic assumptions in the person-environment fit theory by introducing the concept of *optimal fit threshold*. In a practical context, management needs to develop a *job crafting intervention* that combines elements of *challenge* and *stretch assignment* to prevent stagnation. *Performance management* systems must evolve from a *static fit* approach to a *dynamic fit* that takes into account temporal factors and organizational development.

Although found in the specific context of the marketing team at CV Aryanto Herbal, it has potential implications for generalization. The principle that excessive job fit can have a negative impact is likely to apply in various sectors, particularly in industries with repetitive work characteristics or limited room for innovation, such as manufacturing, retail, and administrative services.

It is important to note that these findings have limitations because they are based on a single sample from one marketing team in one location, so generalizing them to entire departments or other industry lines requires caution. Therefore, further research is needed to test this optimal fit threshold model in various job functions (such as production or R&D) and more diverse industrial sectors. The next study is suggested to integrate mediator variables such as *work engagement* and *career resilience*, as well as consider longitudinal analysis to capture the dynamics of changing relationships between variables in the context of the Indonesian herbal industry that is transforming.

#### **4. Conclusion**

Based on the data analysis conducted on CV Aryanto Herbal Tasikmalaya, it can be concluded that multitasking has a positive and significant impact on work productivity, as the ability of employees to handle multiple tasks simultaneously increases efficiency in a dynamic environment. However, surprising findings indicate that the fit between the job and the employee has a negative and significant impact on productivity. This suggests that a high match between employee abilities and job demands can lead to feelings of “over-comfort,” which can potentially reduce motivation to achieve peak performance. Additionally, this may also be caused by differing expectations and incentive systems that are not sufficiently motivating. Managers are advised to encourage a balanced

distribution of tasks to take advantage of the benefits of multitasking, while also designing career development and incentive systems that encourage continuous challenges, so that job fit does not turn into counterproductive stagnation. Overall, these two variables together explain 56.4% of changes in work productivity, while the rest are influenced by other factors that are outside of this model. Therefore, the implications for management emphasize the importance of maintaining a balance in dual assignments as well as strengthening career development and motivation systems to avoid gratification that feels pseudo-complacent and can be counter-productive.

## References

- An Nisa, M., & Baskara, I. (2024). The Role of Employee Multitasking Mediation in the Relationship Between High-Performance Work Systems, Employee Performance and Compensation. *International Journal of Economics (IJE)*, 3(1), 523–535. <https://doi.org/10.55299/ijec.v3i1.826>
- Binwasnaker & K3. (2021). *National Labor Plan 2025-2029*. 1–112. <https://satudata.kemnaker.go.id/publikasi/155>
- Butt, N., & Warraich, N. F. (2022). Multitasking Behavior in the Workplace: a Systematic Review. *Journal of Social Research Development*, 3(02), 229–247. <https://doi.org/10.53664/jsrd/03-02-2022-08-229-247>
- Clevis, M. G. A., Nieuwenhuijsen, K., & Van Valkengoed. (2025). Are health-related, lifestyle, work-related, and socio-demographic factors associated with work productivity among menopausal women? A systematic review. *Maturitas*, 200(June), 108646. <https://doi.org/10.1016/j.maturitas.2025.108646>
- Co-operation, O. F. O. R. E. (2023). OECD Compendium of Productivity Indicators 2006. In *Communities*.
- Creswell, J. W., & Poth, C. N. (2023). *Qualitative inquiry and research design: Choosing among five approaches* (5th ed.). Wise publications.
- Dewi, R. (2023). The Influence of Person Organization Fit and Person Job Fit on Employee Performance with Work Engagement as an Intervening Variable in the Public Works and Spatial Planning Office of Lalat Regency. *Scientific Master of Management*, 6(2), 236–250. <http://jurnal.umsu.ac.id/index.php/MANEGGIO>
- Ghozali, I., & Latan, H. (2015). *Partial Least Squares: Concepts, Techniques and Applications Using the SmartPLS 3.0 Program* (pp. 45-50). Semarang: Publishing Agency of Diponegoro University.
- Henseler, J., Hubona, G., & Ray, P.A. (2016). The use of PLS pathway modeling in new technology research: Updated guidelines. *Industrial Management & Data Systems*, 116(1), 2-20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- INF. (2024). *Global growth broadly unchanged amid persistent services inflation*. International Monetary Fund. <https://www.imf.org/en/Publications/WEO/Issues/2024/07/16/world-economic-outlook-update-july-2024>
- Lubis, W. F. N. M., & Nasution, M. I. (2024). Person Job Fit for Employee Performance is Mediated by Work Life Balance and Job Involment. *Journal of Economics*,



***The Effect of Multitasking and Person-Job Fit on Work Productivity of CV Aryanto Herbal Tasikmalaya Marketing Employees***

- Business and Accounting (COSTING)*, 7(3), 4464–4476.  
<https://doi.org/10.31539/costing.v7i3.8909>
- Mailand, A., Malik, I., & Tahir, N. (2024). Work Productivity of Village Government Employees in Barru Regency. *Scientific Review of Public Administration Students (KIMAP)*, 5(3), 470–482. <https://doi.org/10.26618/kimap.v5i3.14717>
- Mark, G., Gudith, D., & Klocke, U. (2021). The cost of interrupted work: More speed and stress. *Conference on Human Factors in Computing Systems - Proceedings*, 107–110. <https://doi.org/10.1145/1357054.1357072>
- Hair, J.F., Hult, G.T.M., Ringle, C., & Sarstedt, M. (2022). *Basic Guide to Modeling Partial Least Squares Structural Equations (PLS-SEM)* (3rd Edition). Sage Publications.
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods* (p. 61). Bandung: Alfabeta.
- Statistics, B. P. (2023). *Changes in Labor Productivity by Business Sector (in Percent) in 2015-2023*. Central Statistics Agency.\
- Bhandari, A., Bhattarai, U., & Timsina, S. M. (2024). *Unveiling the Productivity Paradox : Remote Work and Employee Performance in the IT Sector Through the Lens of Work Stress*. 679–702.
- Howard, M. C., & Cogswell, J. E. (2022). *A meta-analysis of polychronicity : Applying modern perspectives of multitasking and person-environment fit* (Issue June 2021). <https://doi.org/10.1177/20413866221143370>
- Kim, J., & Lee, S. (2024). *An examination of the curvilinear relationship between person-job fit and innovative behavior : the moderating role of abusive supervision in South Korea*. August 2008.
- Rates, E., & Health, C. (2025). *The Critical Review of Social Sciences Studies The Cognitive Cost of Multitasking in High-Stress Professions : Implications for Mental Efficiency , Error Rates , and Long-Term*. 3(2), 2469–2487.
- Zhang, M., Wang, F., Li, N., & Wang, F. (2021). *The Effect of Perceived Overqualification on Creative Performance : Person-Organization Fit Perspective*. 12(May), 1–12. <https://doi.org/10.3389/fpsyg.2021.582367>