The Role of Employee Multitasking Mediation in the Relationship Between High Performance Work Systems, Employee Performance and Compensation

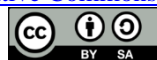**Milenia An Nisa[1], Ika Baskara[2]**
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ABSTRACT

A study has shown that there may be a gap in the mediating role of employee multitasking in the relationship between high-performance work systems, employee performance and compensation. Data from target employees was collected using a Google Form questionnaire. A total of 112 employee representatives from companies at PT Bina Karya Prima in the Jakarta and Bekasi areas, Indonesia took part in this research, the sample was selected using the purposive sampling method. The author used the SMART-PLS Structural Equation Model (SEM) to test the research model, and carried out validity and reliability tests using SPSS factor analysis. The findings of this research reveal that employee multitasking has a positive and significant effect on high-performance work systems and employee performance. Finally, there is a control variable, namely compensation. Compensation has a positive and significant effect on high-performance work systems and employee performance. Finally, we found that employee multitasking mediates the positive and significant relationship between high-performance work systems, employee performance and the relationship between high-performance work systems and employee performance on compensation control variables. To unlock the mystery surrounding the relationship between high-performance work systems and employee performance, this research includes the mediating role of employee multitasking and develops a new theoretical framework, namely compensation.

Keywords: High Performance Work Systems, Compensation, Employee Multitasking

INTRODUCTION

Employee multitasking refers to an employee's behavioral orientation to combine exploitation and exploration-related tasks over a period of time to achieve corporate goals (Caniëls et al. 2017). There is a journal excerpt from Baskara et al. (2022), carrying out production activities definitely requires labor. Labor means employees in the company. Hahn & Kim (2017) conceptualized employee performance as including in-role performance, adaptive performance, and organizational citizenship behavior that measures extra-role performance. According to Putri & Syah (2023), employee performance can also be influenced by organizational justice, and if an organization bases its performance on organizational justice, then the organization will be successful and the company will provide compensation for employees. The amount of compensation is usually determined by the employee's performance from the previous company at the beginning of the employment contract so that the employee will know how much compensation he or she will get (Widodo & Yandi, 2022).

Jewell et al. (2020) argue, although some progress has been made from previous research, further research is needed to conceptualize high-performance work systems. Cai (2020) suggested, using social exchange theory and modeling theory that it would be important to examine employee perceptions of High Performance Work Systems. White & Bryson (2019) previous research found that there were no findings indicating whether high-performance work systems positively or negatively affect public sector

employees in public companies and state companies. The relationship between compensation and employee performance has a direct influence (Widodo & Yandi, 2022).

Based on previous research in the research of Ijigu1 et al. (2022), high performance work systems Jewell et al. (2020), Multitasking employees Caniëls et al. (2017) and employee performance Zafar et al. (2019) there is a gap (GAP) with current research. There are 3 differences between previous research and this research, namely, first, previous research by Ijigu1 et al. (2022) there is no compensation variable, while this research adds a new variable, namely the compensation variable (Willis et al. (2018). So in the end there are 2 new hypotheses, namely the relationship between compensation and high performance work systems Sutanto et al. (2023) and the relationship between compensation and employee performance (Darma & Supriyanto, 2017; Widodo & Yandi, 2022). The vocal variable in this research is employee multitasking for mediation influencing high performance performance systems, employee performance and compensation. Second, previous research Ijigu1 et al. (2022), conducted for employees who work at Ethio-Telecom located in the city of Addis Ababa, Ethiopia. Meanwhile, this research was aimed at workers at PT Bina Karya Prima in the Jakarta and Bekasi areas, Indonesia. Third, previous research Ijigu1 et al. (2022) tested with used the AMOS Graphical approach for structural equation modeling (SEM), while this research carried out SEM (Strutural Equation Modeling) testing with the Smart-PLS program Memon et al. (2021) and the author carried out validity and reliability tests using SPSS factor analysis (Purwanto et al. (2021).

This scientific work functions to investigate the mediating effect of employee multitasking in the relationship between high performance work systems, employee performance and the control variable, namely compensation. Therefore, previous research findings reveal that high performance work systems positively and significantly influence employee performance (Zhang et al., 2018). In addition, employee multitasking positively and significantly influences employee performance (Zhang et al., 2020). In particular, this research is in accordance with previous research, which was conducted at public organizations in New Zealand which revealed that organizational multitasking mediates the influence of high-involvement work systems on organizational performance (Plimmer et al., (2017). The relationship between compensation and employee performance can be mutual influence (Darma & Supriyanto, 2017; Widodo & Yandi, 2022).

It is hoped that the results of this study confirm that employee multitasking mediates a positive and significant relationship between high-performance work systems, employee performance and the relationship between high-performance work systems and employee performance on the control variable, namely compensation. To uncover new discoveries that have a relationship between high-performance work systems, compensation and employee performance, this research incorporates the mediating role of employee multitasking and develops a new theoretical framework.

Literature Review
High Performance Work Systems

High performance work systems (HPWS) can make a dramatic contribution to an organization's goal achievement, effectiveness and success. HPWS consists of interrelated human resource (HR) activities, such as staffing, performance management, and intellectual capital retention (Li et al., 2019). Based on social exchange theory, AMO-based HPWS has a positive relationship with employee performance. The AMO model is a great and organized framework that helps clarify the connection between HRM and performance (Li et al. (2019). Putri & Syah (2023), mentions research that high performance work structures encourage people to work more creatively and competently. Miao et al. Al. (2020) emphasized that high performance work systems give companies a competitive advantage by increasing employee abilities and creativity, thereby improving work performance.

Employee Multitasking

Employee multitasking refers to an employee's behavioral orientation to combine exploitation and exploration related tasks over a period of time to achieve company goals (Caniëls et al. (2017). Employee multitasking can reveal the relationship between high performance work systems, employee performance and compensation. Organizations need employees who are creative and have the desire to go beyond their job description for the benefit of the organization are referred to as multitasking employees (Nurbaety & Rojuaniah, 2022). Thus, the use of a series of high involvement HRM practices for the exploration of new ideas and efficiency-driven HRM practices to create multitasking that occur in organizations (Malik et al. (2017).

Compensation

According to Hasibuan (2017), compensation is wages in the form of money, direct or indirect goods received by an employee as compensation for their services to the company. The company hopes that paying compensation can improve employee performance. Research from (Anindita, 2018), compensation consists of three parts: (1) direct monetary payments, namely salary and incentives, bonuses or commissions; (2) indirect payments, namely benefits and insurance; and (3) non-financial compensation, namely flexible working hours and a prestigious workplace.

A statement from Subianto (2016) explains that compensation can mean rewards given to employees, in the form of money or non-monetary, for their performance in achieving company targets. It is very important for all companies to improve the performance of their employees by providing compensation. Training, authority and responsibility, rewards for performance, and a good work environment are examples of non-financial compensation. Salary, benefits, bonuses, and commissions are examples of financial compensation. It can be concluded that employees who have extraordinary skills in achieving company goals will be given compensation in accordance with their performance.

Employee Performance

Sparrowe et al. (2014) defines employee performance as the results produced by certain job functions or activities in certain jobs over a certain period of time, which shows the quality and quantity of that work. Then Hahn & Kim (2017) said that employee performance is behavior produced in tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Apart from that, according to Pradhan & Jena (2017), employee performance is a work achievement that reflects the comparison between work results and predetermined standards. To achieve optimal employee performance, it is necessary to manage human resources related to compensation, work environment and leadership.

Theoretical Framework and Hypotheses
Relationship between High Performance Work Systems and Employee Performance

At the organizational level, high performance human resource practices directly impact firm performance (Esch et al., 2018). At the employee level, previous studies show that HPWS is positively related to job satisfaction, physiological job demands and job search behavior (Behravesh et al., 2019). In research by Indartinah et al. (2023), they argue that manager and superior support refers to the level of performance employees while they work at the workplace.

Most importantly, based on social exchange theory, AMO-based High Performance Work Systems have a positive relationship with employee performance. The AMO model is a great and organized framework that helps clarify the connection between HRM and performance (Li et al. (2019). Moreover, based on social exchange theory, with the help of HPWS, employee performance is enhanced (Zafar et al. (2019). Thus, hypothesis one is stated as follows:

H[1]: High Performance Work Systems have a positive effect on Employee Performance.

Relationship between High Performance Work Systems and Employee Multitasking

Previous research studies, exploring at the organizational level and organizational outcomes of employee multitasking are the priority research of most scholars. Scholars have emphasized the effectiveness of strategic HR systems in supporting individual and organizational multitasking (Mom et al., 2018). Previous research has mostly explored at the organizational level and the organizational outcomes of employee multitasking are the main research agenda by most researchers (Caniëls et al., 2017). In particular, high-performance work systems are a significant predictor of organizational multitasking (Gürlek, 2020). Thus, the use of a set of high-involvement HRM practices for the exploration of new ideas and efficiency-driven HRM practices to create contextual ambidexterity in the case organization (Malik et al., 2017). Finally, the research conducted revealed that if applying the AMO framework, the results showed that the traits of self-confidence and intrinsic motivational orientation play a major role in partially mediating the top-down effects of ability and motivation-enhancing HR practices on multitasking operational managers (Mom et al., 2018) . Thus, the flow of this discussion leads to the following hypothesis:

H²: High Performance Work Systems have a positive effect on Employee Multitasking.

Relationship between Employee Multitasking and Employee Performance

Employee multitasking and providing employee training have been determined to be important so that employees have innovative performance (Zacher, 2016). In addition, employee multitasking and its interaction with corporate orientation were found to have a positive influence on corporate performance (Peng et al., 2019). Zhang et al. (2020) argued that specifically, employee exploration-exploitation significantly influences employee performance outcomes. Concluding, balancing the exploration of new opportunities with the exploitation of existing capabilities, is increasingly seen as a promising approach to adapting to technological and environmental change (Schnellbacher et al. (2019). Based on the empirical above, the following hypothesis is proposed:

H³: Employee Multitasking has a positive effect on Employee Performance.

The Mediating Role of Employee Multitasking between the relationship between High Performance Work Systems and Employee Performance

Previous research insists that various mediators regulate the relationship between high-performance work systems and performance. High performance human resource practices and firm performance are partially mediated by employee competencies (Esch et al., 2018). In fact, psychological capital and problem solving abilities play a mediating role in the relationship between high-performance work systems and employee service performance (Nadeem et al., 2019). In addition, voluntary human capabilities play a role in the influence of high performance systems on unit performance and HPWS that is perceived at the employee level (Muhammad Ali et al., 2019). Thus, the following hypothesis is proposed:

H⁴: Employee Multitasking mediates the relationship between High Performance Work Systems and Employee Performance.

Relationship between High Performance Work Systems and Compensation

High performance work system as a company strategy to improve the quality of employee performance for the company development. Looking at previous research, a high performance work system has a positive effect on employee compensation (Sutanto et al., 2023). Willis et al. (2018) stated, although there are intuitive benefits from rewarding performance with compensation and incentive payments, the application of individual remuneration determination theory to compensation systems shows that a person's autonomous motivation can be harmed by the Incentive Compensation System

(ICS). Compensation systems are developed to motivate, attract, reward, and retain the workforce. To avoid ending up with an expensive compensation system, management must think carefully about how to compensate its employees and still maintain the quality of their work. It is important to make the workforce feel that compensation is very useful and that management must also care about their welfare. Historically compensation systems have sought to maximize internal equity in the payroll system (Jamal Ali & Anwar, 2021). Therefore, we build the following hypothesis:

H[5]: High Performance Work Systems have a positive effect on Compensation.

Relationship between Compensation and Employee Performance

Compensation or salary is a form of remuneration from the company for the performance provided by employees (Widodo & Yandi, 2022). Rewards for employees through compensation can be in the form of money or other facilities provided by the company to employees for the work they have done. Compensation management is a very important activity to make employees satisfied in their work. Compensation can obtain or create and maintain productivity (Darma & Supriyanto, 2017). The relationship between compensation and employee performance has a positive and significant influence (Darma & Supriyanto, 2017; Widodo & Yandi, 2022). Based on the empirical above, the following hypothesis is proposed:

H[6]: Compensation has a positive effect on employee performance.
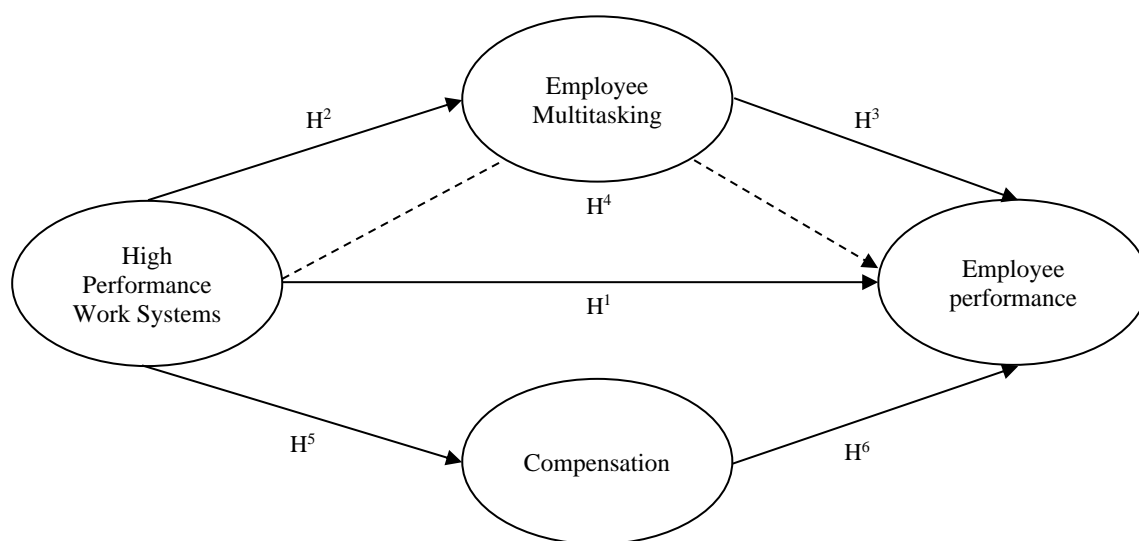

Figure 1. Conceptual framework

RESEARCH METHOD

The sampling technique used is non-probability, namely a sampling technique that does not provide the same chance or chance for each member of the population to be selected as a sample. The type of non-probability that will be used to collect data is purposive sampling, namely determining the sample based on certain criteria that will be used and in accordance with the research objectives. The population in this research is male and female employees of PT Bina Karya Prima in Indonesia. Due to limited research resources, a purposive sampling method was used with the criteria determined by the researcher, namely male and female employees of PT Bina Karya Prima aged 20 - 60 years and who had worked for at least 1 year and lived in Jakarta and Bekasi.

The data collection technique used was by distributing questionnaires online via Google Form, over a period of 2 months in January and February 2024. Data collection was carried out twice, namely pretest and primary data. The questionnaire uses a Likert scale measurement with a rating scale of 1 to

5. Where a score of five means strongly agree (SS), a score of four is agree (S), a score of three is neutral (N), a score of two is disagree (TS), and a score of one is strongly disagree agree (STS). The type of research used is quantitative research using the Structural Equation Modeling (SEM) method, with determining the number of samples based on Hair et al. (2021) states that the sample that can be used is a minimum of 5 times the number of questions, so the sample size used in this research is (20×5) 100 respondents.

Data collection begins with distributing an initial questionnaire (pretest) to 30 respondents and validity and reliability tests will be carried out using Confirmatory Factor Analysis (CFA) to test and measure the hypothesized model. The validity test was carried out using Kaiser Msyer Olkin (KMO) measurements and Measures of Sampling Adequacy (MSA) anti-image matrix correlation with the condition that the factor analysis values are acceptable, namely if KMO ≥ 0.5 and MSA ≥ 0.5. Next, the reliability test looks at the Cronbach alpha value with the acceptable value being ≥ 0.6 (Hair et al., 2021).

Based on the results of the pretest on 30 respondents, the results obtained from 20 statements from the four variables in this study met the Kaiser-Meyer-Olkin (KMO) test and the Measures of Sampling Adequacy (MSA) value for each indicator was > 0.5, so it was concluded that all variables and This research indicator is valid and can be used for further analysis. Then, the reliability test can be seen in the Cronbach alpha value. Based on the calculation results, all indicators of the questionnaire questions meet the reliability test with a value of > 0.6, meaning that the research indicators are said to be reliable.

Then, analysis of primary data totaling 100 respondents uses the Structural Equation Modeling method which will test the outer model and inner model. Outer model testing consists of convergent validity, discriminant validity, reliability, collinearity, and adjusted R square. Meanwhile, in testing the inner model with the criteria p-value, t-statistics, original sample.

RESULTS AND DISCUSSION

By distributing questionnaires conducted online via Google Form, a percentage of 95.5% of 100 respondents were obtained who worked at PT. Bina Karya Prima in the Bekasi area and 4.5% of the Jakarta area. There were 52.7% female respondents and 47.3% male respondents. The age range of respondents is 18-60 years, with the majority working as outsourcing employees at 67% with a high school/vocational school/equivalent educational background at 88.4%. In terms of marital status, 52.7% were unmarried, 45.5% were married, and the remaining 1.2% were widows or widowers. Most respondents earn IDR 5,000,000 – IDR 7,000,000 every month, the percentage is 47.3%. The maximum number of years of service is more than 2 years. The majority of PT Bina Karya Prima employees chose to like their work, namely 37.5%.

Outer Model Testing

Table 1. Outer Model Results

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
High Performance Work Systems	HPWP1	0.816	0.699	0.892	0.921
	HPWP2	0.759			
	HPWP3	0.841			
	HPWP4	0.886			
	HPWP5	0.874			
Employee Multitasking	EM1	0.761	0.693	0.889	0.919
	EM2	0.834			
	EM3	0.870			
	EM4	0.884			
	EM5	0.808			
Compensation	COMP1	0.830			

	COMP2	0.749			
	COMP3	0.853	0.695	0.890	0.919
	COMP4	0.871			
	COMP5	0.860			
Employee Performance	EP1	0.830			
	EP2	0.755			
	EP3	0.754			
	EP4	0.749	0.605	0.838	0.844
	EP5	0.799			

Source: Researcher-processed data findings, 2024

The value of convergent validity can be determined by looking at the loading factor value in the outer loading table and can also be seen through the Average Variance Extracted (AVE) value. According to Hair et al. (2021) the fixed quantities that must be met to measure convergent validity are > 0.7 for the loading factor value and > 0.5 for the AVE value. In this research measurement of 20 indicators, the results obtained for 20 indicators had a loading factor value > 0.7, so it was stated that the 22 indicators were acceptable and the AVE value was > 0.5.

Discriminant validity describes that one latent variable is different from other latent variables (Hair et al., 2021). There are three methods that can provide an explanation of the discriminant validity test, namely the Fornell Larckel criteria, Cross Loading, and Heterotrait-Monotrait Ratio (HTMT). The Fornell-Larckel criterion illustrates that a latent construct must better explain the variance of its own indicators than the variance of other latent constructs (Hair et al., 2021). The measurements in this study all variables can meet the criteria.

The Cross Loading value shows the correlation between an indicator and its construct and other constructs. The correlation value of the indicator to the latent variable needs to show results that are greater than the correlation value to other latent variables (Hair et al., 2021). Based on the calculation results, the overall cross loading value of the HPWP, EM, COMP and EP measurement items has a stronger correlation with the main variable being measured compared to other variables, and indicates that the variable has good discriminant validity.

Heterotrait-Monotrait Ratio (HTMT) is the ratio of the average correlation between variable measurement items compared to the geometric root of the average correlation between measurement items. Discriminant validity proposed by Henseler et al. (2015), namely the Heterotrait Monotrait Ratio (HTMT) value for each research variable < 0.90 has good discriminant validity. In the results of this research, all variables show values that meet the standard <0.9.

The internal consistency reliability test in SEM-PLS can be measured by looking at the Composite Reliability (CR) value. According to Hair et al. (2021) the CR value can be said to be reliable if it has a value > 0.7. Based on the calculations, the results showed that all latent variables (constructs) had a Composite reliability value > 0.70. Collinearity between indicators looks at the Collinearity Statistics (VIF) value. In the Outer VIF Value table, the VIF value is < 5 which indicates the indicator does not have collinearity problems (Hair et al., 2021). Based on calculations, it shows that all indicators have a VIF value < 5, so that all indicators do not experience multicollinearity problems.

R Square Adjusted functions to measure the magnitude of the influence of certain independent latent variables on the dependent latent variable. Based on calculations, it is known that the variables High Performance Work Systems, Employee Multitasking and Compensation are able to explain the Employee Performance variable by 67.7%, while the remaining 32.3% is explained by other variables not examined in this research. Then the High Performance Work Systems variable was able to explain the Compensation variable by 62.4%, while the remaining 37.6% was explained by other variables not examined in this research. Furthermore, the High Performance Work Systems variable is able to explain the Multitasking variable by 58.4%, while the remaining 41.6% is explained by other variables not examined in this research.

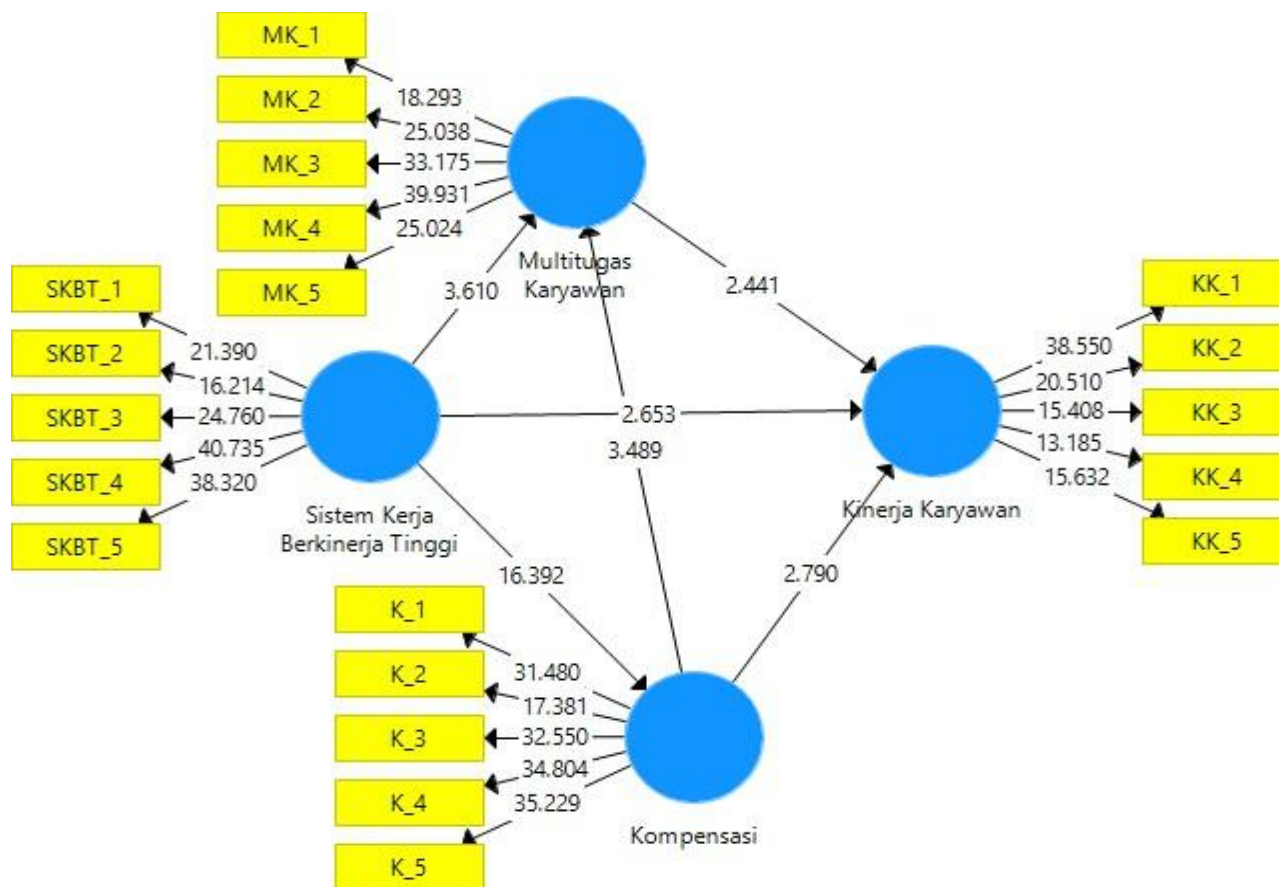**Inner Model Testing (Hypothesis Testing)**

Figure 2. Hypothesis Test Results

Testing the inner model (hypothesis testing) of research by looking at the results of the significance of the path coefficient. According to Hair et al. (2021) if the statistical T value is greater than the T table (1.960) at the 5% level, with a p-value < 0.05 then it can be said that there is a significant influence while the direction of the relationship can be determined by looking at the original sample value. Based on the results of calculations using the bootstrapping method, the results in the table below are obtained :

Table 2. Hypothesis Test Results

	Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
HPWP → EP	H1	0.340	2.653	0.008	The data support the hypothesis
HPWP → EM	H2	0.402	3.610	0.000	The data support the hypothesis
EM → EP	H3	0.221	2.441	0.015	The data support the hypothesis
HPWP → COMP	H5	0.792	16.392	0.000	The data support the hypothesis
COMP → EP	H6	0.342	2.790	0.005	The data support the hypothesis

Source: Researcher-processed data findings, 2024

Testing the inner model (hypothesis testing) by looking at the results of the significance of the path coefficient. If the statistical T value is greater than the T table (1.960) at the 5% level, with a p-value < 0.05 it can be said that there is a significant influence. Based on the table above, the results of

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five hypotheses are obtained, namely H1, H2, H3, H5, H6 with T statistics greater than T table (1.960) and p-value < 0.05, so these five hypotheses can be said to have a significant and positive influence, while the direction of the relationship can be determined by looking at the original value of the sample.

Analysis of Mediation Effects

Table 3. Moderation Test Results

	Hypothesis	**Original Sample (O)**	**T Statistics (|O/STDEV|)**	**P Values**	**Information**
HPWP → EM→ EP	H4	0.410	3.489	0.001	The data support the hypothesis

Source: Researcher-processed data findings, 2024

Hypothesis four tested the mediating effect of Employee Multitasking (EM) between the relationship between High Performance Work Systems (HPWP) and Employee Performance (EP), resulting in a T statistic of 3,489 which was greater than the T table (1,960) with a p value of 0.001 < 0.05. This means that EM has a positive and significant mediating effect on the relationship between HPWP and EP. Thus H4 is accepted.

The first finding in this research shows that a high-performance work system influences employee performance. Based on the respondents' results, this is because the performance appraisal system from superiors assesses employee performance carefully, so employee performance will increase. Furthermore, if employees receive job training according to their respective fields, the employee's abilities will develop. Then, if employees are strictly selected by HRD, the company will get quality employees. Therefore, research findings reveal that high-performance work systems positively and significantly influence employee performance (Ijigu1 et al., 2022; Jewell et al., 2020; J. Zhang, 2018).

The results of further research prove that a high-performance work system influences employee multitasking. The results obtained in this research show that if employees have multiple skills, they will improve the company's work system to a high standard. Furthermore, employees can do two jobs at once, such as picking up the phone while typing, checking product quality while taking notes, and so on. Thus, a high-performance work system has an impact on employee multitasking. Thus, this research is in accordance with previous research (Ijigu1 et al., 2022).

Further research proves that employee multitasking has an impact on employee performance. This is proven from the results of this research, because if employees have multiple skills then the employee's work is more efficient. Then, if employees can do the work at once, then employees can finish on time. The results of this study are in line with previous research (Ijigu1 et al., 2022).

The findings further prove that employee multitasking mediates the relationship between high performance work systems and employee performance. This is proven because employees who have multiple skills will improve the company's work system and maximize employee performance. Then, if employees can do work simultaneously, employees will have high performance standards and achieve company targets. The results of this study are also in line with previous research (Ijigu1 et al., 2022).

The results of further research prove that the high performance work system has an impact on compensation. This is because if employees do their work with great discipline and can maintain it, the company will consider increasing their compensation. When employee performance is maximum, they will get attention from the company, thereby increasing compensation. If compensation is sufficient, the company's work standards will be high. Therefore, this research is in line with previous research (Sutanto et al., 2023).

The final results of this research also prove that compensation has a positive impact on employee performance. Based on the respondents' results, this is because if the compensation calculation is in accordance with the employee's performance, the employee will receive a salary that is commensurate with his performance. When the wages and salaries received by employees are in accordance with the

work carried out by the employee, the employee will carry out his activities optimally and with a full sense of responsibility. Then compensation will increase, if the employee's performance is good and the employee's position increases. This research is also in line with previous research (Darma & Supriyanto, 2017; Widodo & Yandi, 2022).

CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This research examines the mediating effect of employee multitasking in the relationship between high-performance work systems, employee performance and the control variable, namely compensation. This research was conducted on employees who work at PT. Bina Karya Prima in the Jakarta and Bekasi areas as research objects. Based on the findings of this research, it can be concluded that to improve high-performance work systems on employee performance, companies must carry out training according to their respective fields so that employee performance develops. Then, to improve a high-performance work system for multitasking employees, employees must be able to have multiple skills carried out simultaneously. Furthermore, to increase employee multitasking on employee performance, if employees can do two jobs simultaneously, employees will complete their work efficiently. Then, to increase employee multitasking, it mediates a high-performance work system and employee performance, by means of employees who have multiple skills will improve the company's work system and maximize employee performance. Then, to increase compensation for a high-performance work system, by means of employees receiving sufficient and appropriate compensation, the employee work system will improve. Furthermore, to increase compensation for employee performance, compensation calculations must be in accordance with employee performance. As a result, employees will receive a salary commensurate with their performance.

There are several limitations or limitations that can be corrected and developed in this research. First, this research only examines PT. Bina Karya Prima Jakarta and Bekasi branches due to limited permits and limited colleagues, even though there are many branches spread throughout Indonesia. As a result, the results of this research have not been distributed very widely, because they only selected part of the company's area to be the research object. Second, research time was limited, so this study did not have too many respondents. Therefore, for further research, researchers can provide input and suggestions for this research.

This research has several managerial implications for employee multitasking, high performance work systems, employee performance and compensation. From the research above, it is known that a high performance work system is able to have a direct impact on employee performance. Furthermore, a high performance work system is able to have a direct impact on employee multitasking. Then employee multitasking can have a direct impact on employee performance. Meanwhile, employee multitasking mediates a high performance work system and employee performance is able to have a direct impact. Furthermore, a high performance work system can have a direct impact on compensation. Then compensation can have a direct impact on employee performance.

Therefore, employee multitasking is very important, because it can directly influence employee performance and the company's work system and affect the company reputation according to the responses of employees who work at PT Bina Karya Prima. Companies can increase and motivate employee morale by providing training according to position and providing compensation in the form of regular bonuses every year.

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