

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effect of Hard Skill, Workload and Technology on Job Satisfaction and Work Productivity At Pt. Delta Jaya Mas Gresik

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Abstract:

This study aims to determine the implications of hard skills, workload, and product technology on job satisfaction and their impact on employee productivity at PT. Delta Jaya Mas Gresik. The population used in this study was 45 people, all production employees at PT. Delta Jaya Mas. The sampling technique used was purposive sampling. Samples were taken from all employees working in the production division with the criteria of having status as permanent employees at PT. Delta Jaya Mas numbered 45 respondents. The research method used is a quantitative research method; the techniques used include path analysis and mediation sobel test. The test results show that:

- *Hard skills have a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.*
- *Workload has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.*
- *Production technology has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.*
- *Hard skills have a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.*
- *Workload has no significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.*
- *Production technology has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.*
- *Job satisfaction has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik*

Keywords: *Hard skill, workload, technology, job satisfaction, work productivity*

1. Introduction

Technological changes and advances in the era of globalization in every industry, especially those related to the G20 high-level conference on 15-16 November 2022 in Bali, Indonesia, have resulted in an increasing need for manpower or human capital who have the ability to adapt, master technology, innovate and have the ability to compete optimally. So that the need to meet the company's criteria for a professional workforce and specifications is increasing from time to time. In terms of techniques and processes, each company will strive to achieve its goals supported by regular management systems and elements, including people, capital, methods, machines, materials, and markets. In this case, humans as resources or human capital or company assets must have an important role from the six elements of management in determining the success of the company.

To ensure that work productivity increases, management at companies need to pay attention to and provide job satisfaction to employees because, at this time, they are not only seen as labor anymore but are more valued as company assets, especially in the condition that several industries are in economic recovery, especially after the end of the Covid-19 pandemic although it is not 100 percent complete yet. Several factors can have an impact on achieving company goals and increasing employee work productivity, such as the ability to innovate competitive opportunities, mental and physical health, education, management, environment, social benefits, appropriate technology, and production infrastructure (Sedarmayanti, 2017: 72). Total Productivity, which combines changes in Technical Efficiency and Technical Advancement (Karunaratne, N.D. and Y.M. Bandara, 2010) influence collaboration productivity from import of technology and new domestic capital goods, in which the last one gives higher contribution to productivity (Masoud, N. and F. Alkaa'ida, 2014)

However, at PT. Delta Jaya Mas Gresik, employee work productivity, being evaluated after every period (1 year), seems to be decreasing and not in accordance with production capacity standards. This happens partly because of the company's lack of attention to job satisfaction of employees, hard skills are also found with low competency standards, impacts the recruitment system that is violated, there is collusion, the workload of employees does not match the work capacity of employees, and the production technology used is not appropriate. Hard skills are behavioral and technical skills which include science, technology, and other skills that are mastered by each person (Hendriana; 2017:1). Hard skill is an ability that comes from knowledge, practical ability, or personal talent that is different from others in carrying out actions according to the company's vision, mission, competency in doing something, expertise or skills that require certain training (M. Robles, 2012). It is revealed that technical skills (hard skills) do not affect one's success. (F. Setiani, 2016). At PT. Delta Jaya Mas Gresik has a hard skill qualification standard that has not been able to change employee work productivity, causing work productivity to decrease. Work productivity that is not optimal is suspected to be due to low personal value competencies or personal values, lack of effort from developing hard skills in employees, researchers found from indicators on hard skills that need to be supported by individual values including self-discipline, empathy, consistency and the ability to understand others employees, so that it has an impact on the speed in making decisions that have independent thinking, fast in deciding, and finding out things, related to creativity, empathy, high curiosity in solving problems that are being faced and independence with increased actions taken on the basis of choice or value, which means that all personal value activities are directly directed at the realization of the value one has.

This is supported by Gaskell & Tsirogianni (2011), Milton Rokeach (1968), Crandal & Schaller (2004), and Schwartz (1992) and companies that pay less attention to the job satisfaction of their employees. Workload is the volume of work that must be completed and borne by each employee at a certain time, Jawad (2018: 110). Workload is the overall energy output of a system, predominantly of a person performing strenuous tasks over time (Memarian & Mitropoulos, 2016). It involves individual capacities and motivation to perform a task (Omolayo & Omole, 2013; Domenichini, Torre, Branzi, & Nocentini, 2017). Employees at PT. Delta Jaya Mas Gresik, in completing their work, there is often a discrepancy between individual capacities and capabilities. This is due to the lack of measurement of work capacity on individuals and clear job analysis, as well as a lack of attention to supporting factors for other facilities and infrastructure, so the heavier the workload, both physically and mentally, will become an obstacle in achieving high productivity. Technology is a collection of tools, processes, and procedures that serve as a basis for understanding the actualization of a particular job. Azhar (in Indah, 2017: 3), Youseff (1993), Mechling et al. (1995), McGregor & Gomes (1999), and Meyer and Goes (1988) agree with Schroeder and Sohal (2000), who have emphasized the potential strategic advantage in increasing productivity. The use of technology in the production process at PT. Delta Jaya Mas Gresik, if applied correctly, can support product innovation, increase product competitiveness, contribute positively to optimal production results, and provide employee job satisfaction. However, in reality, technology still has limitations both in terms of the sophistication of tools, machines, and production facilities and the lack of maintenance and maintenance of technology, which can hamper the production process. Current technological sophistication can determine the level of effectiveness and efficiency of the production process that can be achieved by the company. With the suitability and interrelated implications of hard skills, workload, and technology, through the job satisfaction provided to employees at PT. Delta Jaya Mas Gresik, it is expected that employees will be able to increase work productivity more optimally in achieving company goals. This is because when employee work productivity is optimal and the quantity of production output increases, job satisfaction, and workforce quality will also be fulfilled. According to Lease (1998), job satisfaction is similar to other definitions in that it is seen as the level of an employee's affective orientation towards the work role occupied in the organization. Job satisfaction is the extent to which an employee feels about his job (Odon et al., 1990). Demir (2002) refers to job satisfaction as employees' feelings of satisfaction and dissatisfaction with a job. Cranny et al. (1992) concluded that job satisfaction is a contribution of cognitive and affective reactions to differences in perceptions of what employees want to receive compared to what they actually receive. Job satisfaction has long been an important concept in organizational studies regarding employees' responses to their jobs. Zetlin (2001), Amabile (1997).

2. Literature and Hypothesis Development

2.1. Hard Skills

Hard skills are mastery of science, technology, and technical skills related to their field of knowledge. Hard skills are basic things that help a worker develop knowledge carefully in a field (Budiningsih & Dinarjo, 2020). Hard skills are actions or behaviors and skills that can be seen with the naked eye. Hard skills are knowledge skills and technical abilities that a person has (Islami, 2012; Kosmayanti, 2017)). (Nurhidayanti, 2014; Jafar & Wahyuni, 2016) One of the efforts in a company to increase productivity is the need for prospective workers with the main qualifications assessed as having hard skills. Hard skills or technical skills are personal abilities to be able to master science, technology, and technical skills related to their field of knowledge in certain professions needed within the scope of work. Hard skills are stated to significantly affect employee performance (Anggiani, 2017). The same thing was stated by Sitompul et al. (2017) that hard skills significantly affect the quality of one's work.

According to Ratnasari (2020: 224), hard skills, namely knowledge and technical skills possessed by personnel, including the design and features of the product, which in its development follows the flow of technology, are able to solve problems and analyze the use of products in an effort to identify new ideas regarding the product or service.

Meanwhile, according to Lisdiana (2019: 33) (Lidin et al., 2019). hard skills have a meaning as a determination of individual size in terms of technical abilities which can be seen from the evidence owned by educational institutions as intermediaries to be able to obtain abilities that support them in scope. From the statements of several experts above

regarding the notion of hard skills, it can be concluded that hard skills are abilities that are applied in the form of knowledge, behavior, and technical skills related to the areas they master, which are owned by each person in working well to achieve the goals of the company.

- H1: Hard skills have a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.
- H4: Hard skills have a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

2.2. Work Load

Furthermore, Suma'mur (2018: 73) adds that workload is not only a physical and mental burden but a social burden. Individuals' ability to load varies according to their capacity. Increasing workload causes a person's time to work without experiencing fatigue or shorter interruptions. The same opinion was expressed by Meshkati in Tarwaka (2014: 104), that workload is the difference between the capacity or capability of workers. Meanwhile, Gopher & Doncin (1986) define workload as a concept arising from a limited capacity to process information. Robbins and Judge (2008) state that perceptions of workload can be positive and negative. When an individual assesses his work regarding a number of task demands or activities that require mental and physical activity, that work must be completed within a certain time, with both positive and negative impacts on his work. From the opinion of these experts, it can be concluded that workload is the amount of work that must be completed at a certain time. Workload management can have a positive or negative impact on work; this is influenced by an individual's ability to complete work.

In the process of working, employees become an obligation of the company to provide rights to employees in the form of ease in completing work that is in accordance with their abilities. Therefore, in relation to employee workload, a good analysis is needed to avoid the emergence of an uncomfortable working atmosphere and decreased work productivity due to excessive workload. Irawati and Caroline (2018).

According to Jawad (2018: 110), workload is a high burden borne by an organizational unit or a position resulting from the multiplication interaction between time norms and work volume. Koesomowidjojo (2017: 21) defines workload as an analysis of determining all working hours in completing work used and required a certain period of time. From the several experts who have expressed the opinions above, it can be concluded that workload is a series of work assigned to each employee with a capacity that is felt to exceed personal capabilities but must be completed within a predetermined time limit.

- H2: Workload has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik
- H5: Workload has no significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

2.3. Information Technology

Information technology is an information system created through hardware and software used to implement computer-based systems (Callon, 1996 in Rustono, 2013). Information technology is any form of technology used to process and transmit information in electronic form (Solechan & Shinta, 2016; 44). According to Murhada and Giap (2011:2), information technology is the result of the convergence between computer technology and telecommunications technology. In an industrial unit, there is a production process in which a technology is used to carry out production activities. The use of the right technology will make it easy for an employee to carry out production activities. So with the increase in labor productivity supported by the existence of technological sophistication that is currently developing.

According to Suparmoko (in Nurfiat, 2018: 38), something that appears in the production technique is contained in the production function in a certain change. Likewise, Azhar (in Indah, 2017: 107) means that the existence of technology is a collection of procedures, rules, and tools based on scientific knowledge in its application regarding the particular work that is applied. Therefore, it can be concluded that technology is the process of changing inputs supported by industrial techniques and equipment used, then obtaining output efficiently and effectively, so that employees can easily carry out production activities in each industry. This is because technology is a production tool that has an essential role in increasing productivity, improving the quality of labor, and minimizing production costs.

- H3: Technology has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.
- H6: Technology has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

2.4. Satisfaction

Job satisfaction is an important thing that is given at work according to the perspective of employees (Kaswan, 2015: 88). Job satisfaction is a person's perception of both positive and negative about his job. Meanwhile, according to Wibowo (2016: 132), job satisfaction is a person's pleasure in assessing work and the work environment. Schermerhorn, Jr. John R., James G. Hunt, Richard N. Osborn, and Mary Uhl-Bien (2011: 73) Mamuaya & Tumiwa (2019), Kurniawan et al. (2018), Heriyanto et al. (2018), and Murgianto et al. (2016). Gichure (2014) suggests two models for measuring job satisfaction: The Minnesota Satisfaction Questionnaire and the Job Descriptive Index. The Minnesota Satisfaction Questionnaire measures satisfaction with:

- Working conditions,
- Opportunity to advance,
- Freedom to use self-assessment,
- Praise for doing a job well good,
- Feelings of accomplishment

The Job Descriptive Index measures satisfaction from five aspects:

- The work itself,

- The quality of supervision,
- Relations with colleagues,
- Promotion opportunities, and
- Pay

Every employee working in the company must give their best in completing various tasks. In the process of achieving company goals, employees also expect to be able to obtain job satisfaction in accordance with the expectations and desires of each individual. The increase in job satisfaction among employees will have a balanced positive impact on the company.

According to Sutrisno (in Saprudin, 2018: 16), job satisfaction is defined as the attitude of employees regarding the relationship between the work situation with the work they experience, rewards at work, the collaboration between employees, and the relationship between psychological and physical factors. Job satisfaction is the level of a person's feelings of pleasure as a positive assessment of his work and the environment in which he works Wijaya (2017: 203). From the statements of several experts above regarding the definition of job satisfaction, it can be concluded that job satisfaction is an attitude in the form of pleasure that is felt by each individual for the results and role in the job. So that if the level of job satisfaction is high, employees will show a positive attitude and contribute to providing optimal results for the company.

- H7: Job satisfaction has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

2.5. Performance

According to Vietzal (2005: 97), that performance is defined as a whole from what is obtained by individuals within a certain period of time according to work standards, targets, or goals that have been agreed upon before. The same opinion was expressed by Dessler (2000: 41). It is universally realized that welfare can increase. Each individual is responsible for work, helps describe the desire for work, makes work guidelines for leaders, and coordinates (Wibowo, 2017: 43). The same opinion was expressed by Hefert in Vietzalet al. (2014: 447) that performance is an overall picture of the organization over a certain period of time in managing these resources, with high productivity, this makes productivity important. As it is known that there is no human activity that does not have the goal of obtaining productivity so that it will gain profit to be able to provide higher results from services and products, productivity itself also needs to be increased. Work productivity, according to Sedarmayanti (2017: 207) (Irawati & Carollina, 2017), is the ratio regarding the results of activities (output) with the sacrifice of all (costs) in achieving this in the form of input (input). Meanwhile, according to Jumantoro (2019: 107), work productivity is the comparison between input and output and utilizing all available sources within the company to produce goods or services effectively and efficiently.

So it can be said that work productivity is the level of ability possessed by someone in the company to produce a product in the form of goods or services within a certain time intensity in accordance with a predetermined plan. The higher the work productivity achieved, the higher the company's income and profits.

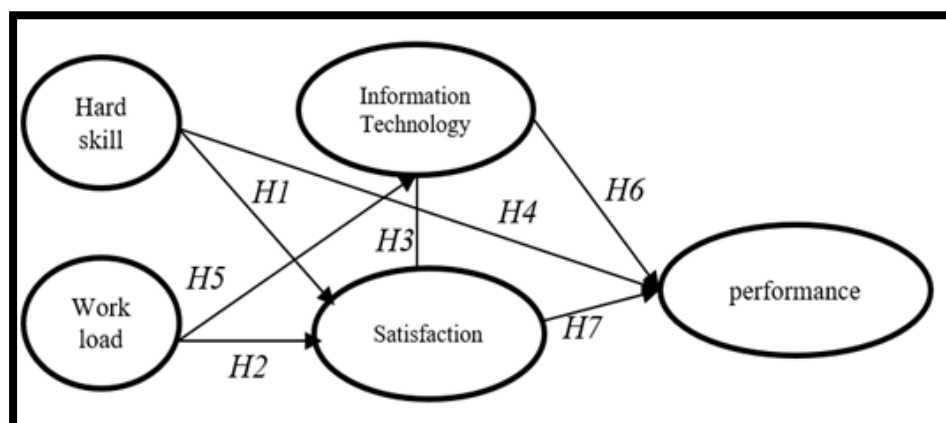


Figure 1: The Proposed Model

3. Research Methods

This type of research is included in the quantitative research method using measured data to draw conclusions on hypothesis testing. The calculation results of these values were then analyzed statistically with the help of the SPSS 25 program to find out the relationships and implications of the research variables. The population in this study were all production employees working at PT. Delta Jaya Mas Gresik with a total population of 45 people. Then the sampling technique used in this study is purposive sampling, with the criteria of all employees working in the production division who have status as permanent employees at PT. Delta Jaya Mas Gresik with a total sample of 45 people. The operational definitions of the variables used in this study are divided into three types of variables, namely: the independent variables include Hard Skill (X1), Workload (X2), and Technology (X3), and the intervening variable is Job Satisfaction (Z), and the dependent variable is Productivity Work (Y).

4. Results and Discussion

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sign. T
	B	Std. Error	β		
Constant	4				.615 3.881 1.189 0.241
Hard Skill (X1)	0				.393 0.162 0.315 2.426 0.020
Beban Kerja (X2)	0				.367 0.148 0.323 2.482 0.017
Teknologi (X3)	0				.351 0.119 0.374 2.952 0.005
Dependen Variabel	Kepuasan kerja (Z)				
F hitung	7.352				
Sign. F	0				
	.000 R 0.591				
R^2	0.350				
e1	$(1 - 0.350) = 0.650$				

Table 1: Substructural Path Analysis 1
Resource: Data Is Processed (2021)

Based on the table above, it can be interpreted as follows:

- The effect of Hard Skills on Job Satisfaction = 0.315 and is significant, meaning that with the development of hard skills in a unit that has special skills and specialization supported by the mastery of knowledge that is mastered, it is given the freedom to innovate without deviating from predetermined standards, and then employee job satisfaction will increase by 31.5%.
- The Effect of Workload on Job Satisfaction = 0.323, and it is significant, meaning that by paying attention to the workload given to each employee according to capacity or work standard with the available time, the availability of SOPs that are understood by all employees will contribute to employee job satisfaction by 32.3%.
- Effect of appropriate technology on Job Satisfaction = 0.374 and significant, meaning that with the development of a single unit of sophisticated, appropriate technology in the company, especially in its application regarding standardized techniques and processes and operational procedures carried out in accordance with the guidelines and already understood or agreed upon with the approach for humane employees, employee job satisfaction will also increase by 37.4%.
- At a large value of the coefficient of determination or r^2 of 0.350, the variable job satisfaction, which can be supported by using hard skills, workload, and appropriate technology, is 35%, while the remaining is 65%.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sign. T
	B	Std. Error	β		
Constant	-8,576	2,888		-2,970	0,005
Hard Skill (X1)	0,424	0,127	0,262	3,344	0,002
Beban Kerja (X2)	0,130	0,116	0,088	1,117	0,271
Teknologi (X3)	0,201	0,096	0,166	2,102	0,042
Kepuasan Kerja (Z)	0,866	0,114	0,670	7,580	0,000
Dependen Variabel	Produktivitas kerja (Y)				
F hitung	39,241				
Sign. F	0,000				
R	0,893				
R ²	0,797				
e1	(1 - 0,797) = 0,482				

Table 2: Substructural Path Analysis 2
Resources: Data Is processed (2021)

Based on the table above, it can be interpreted as follows:

- The effect of Hard Skills on Work Productivity = 0.262 and significant, which means that if the hard skills possessed by each personal value can be well-developed, then the output value of work productivity will increase by 26.2%.
- The Effect of Workload on Work Productivity = 0.088 and is insignificant, meaning that suitability in a uniform workload evenly distributed for each employee with the available time per week of 40 hours will positively contribute to increasing employee productivity by 8.8%.
- Effect of appropriate technology on work productivity = 0.166, and is significant, meaning that by increasing the understanding and utilization of appropriate technology involving operational techniques with an optimal unit according to SOP, work productivity will increase by 16.6%.
- The effect of Job Satisfaction on Work Productivity = 0.670 and is significant. It can be interpreted that increasing one unit of employee job satisfaction provided by the company between thought and effort compared to the level of welfare received accordingly will contribute positively to increasing the output results from work productivity by 67%.

The magnitude of the resulting value on the coefficient of determination r^2 is 0.797, which means that the variability of work productivity, which can be described using the variables hard skills, workload, appropriate technology, and job satisfaction has an effect of 79.7%, while the effect of 20.3% is due to other variables that exist outside of this study.

4.1. Hypotheses Testing

- H1 ACCEPTED, with a value of Sig. 0.020 < 0.05 and $t_{\text{count}} (2.426) > t_{\text{table}} (2.021)$. Hard skills have a significant effect on employee job satisfaction in. PT. Delta Jaya Mas Gresik.
- H2 ACCEPTED, with a value of Sig. 0.017 < 0.05 and $t_{\text{count}} (2.482) > t_{\text{table}} (2.021)$. Burden work has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.
- H3 ACCEPTED, with a value of Sig. 0.005 < 0.05 and $t_{\text{count}} (2.952) > t_{\text{table}} (2.021)$. Technology has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik.
- H4 ACCEPTED, with a value of Sig. 0.002 < 0.05 and $t_{\text{count}} (3.344) > t_{\text{table}} (2.020)$. Hard skills have a significant effect on employee work productivity in. PT. Delta Jaya Mas Gresik.
- H5 is REJECTED, with a value of Sig. 0.271 > 0.05 and $t_{\text{count}} (1.117) < t_{\text{table}} (2.020)$. Workload has no significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.
- H6 ACCEPTED, with a value of Sig. 0.042 < 0.05 and $t_{\text{count}} (2.102) > t_{\text{table}} (2.020)$. Technology has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.
- H7 ACCEPTED, with a value of Sig. 0.000 < 0.05 and $t_{\text{count}} (7.580) > t_{\text{table}} (2.020)$. Job satisfaction has a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

4.2. Sobel Test

The Effect of Hard Skill on Work Productivity through Job Satisfaction Based on the results of testing the hypothesis of the Influence of Hard Skill on Work Productivity through Job Satisfaction (Indirect Effect) is greater than the direct effect (Direct Effect), namely $0.473 > 0.262$ with a mediating effect resulting from the Sobel test of $2.310 > z$ critical 1.96 with a significance level of 0.05. Therefore, it can be concluded that the mediation of job satisfaction on hard skills on employee work productivity is significant. The reason is that when employees are technically knowledgeable, mastering work with their background has an impact on the company in providing compensation according to their competence, and this, of course, has a direct impact on job satisfaction or work morale. (Budingsih & Dinarjo, 2020), (Islami, 2012; Kosmayanti, 2017), (Lidin et al., 2019). Personally, there is a balance between the necessities of life and the income they

receive, which will directly affect productivity, and this is supported by previous researchers like Pambudi (2020), Rondonuwu et al. (2018), Ansyari & Kasmir (2018), Utami (2020).

Based on the results of hypothesis testing obtained from the Effect of Work Load on Work Productivity through Job Satisfaction (Indirect Effect) is greater than the direct effect (Direct Effect), which is equal to $0.304 > 0.088$ with a mediating effect resulting from the Sobel test of $2.357 > z$ critical 1.96 with a significance level of 0.05, it can be concluded that the mediation of job satisfaction on the workload on employee productivity is significant. The reason is that the workload on the organization has been determined, agreed upon, and contained in the organizational culture, which is implemented through the jobdesk of each section. The reality is when companies carry out tasks for employees that do not exceed the regulations or jobdesk that are mutually agreed upon and avoid excessive workload, for example, employees who have completed their duties no longer need to give work to other staff, this has an impact on job dissatisfaction. The next analysis, when job satisfaction occurs in the organization or company, will ultimately have an impact on productivity. This is supported by previous researchers, including Saefullah (2017), Tarwaka (2011), and Febriani (2017). Based on the results of hypothesis testing obtained from the Influence of Technology on Work Productivity through Job Satisfaction (Indirect Effect) is greater than the direct effect, which is equal to $0.416 > 0.166$ with the mediating effect resulting from the Sobel test of $2.749 > z$ critical 1.96 with a significance level of 0.05, it can be concluded that the mediation of job satisfaction in technology on employee work productivity is significant. The reason is that when a company implements appropriate technology, among others, establishes and selects a system that is in accordance with the products produced, supported by standard operating procedures that are carried out according to the company's agreement and carried out by employees who have qualified and specialized jobs, of course, it is inevitable that they will have implications for job satisfaction. Job satisfaction occurs as a result of conformity with the employee's self-expectation values and activities within the organization or company environment. Of course, it also impacts productivity unless the employee's determination is contrary to their wishes/expectations. (Tata Sutabri, 2013), (Rahmawati, 2008), (Jogiyanto, 2007).

5. Conclusions and Suggestions

Based on the analysis of research results and discussion, it can be concluded that Hard Skills, which control technical, scientific, and procedural skills, have not been able to increase production capacity without the development of education and training oriented toward strengthening or increasing Personal Values. However, it has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik, as well as performance/production results.

Workload has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik. It is explained that the workload in an organization/company when an agreement is realized on each jobdesk, carried out by all employees, and does not exceed the workload determined by the company will result in satisfaction so that employees who have completed their work no longer do work outside the jobdesk.

Appropriate technology has a significant effect on employee job satisfaction at PT. Delta Jaya Mas Gresik. Technology that has been selected and determined to operate in a company is certainly supported by operational standards agreed upon by management and operated by employees who are considered capable of meeting the company's needs in operating technology that can assist technicians in the company. Hard skills have a significant effect on employee work productivity at PT. Delta Jaya Mas Gresik.

Job satisfaction has a significant effect on employee work productivity because there is a balance between the mind and energy donated with the income earned from PT. Delta Jaya Mas Gresik.

5.1. Suggestions

Based on the conclusions from the research results that have been put forward, some suggestions can be put forward by researchers, including the following:

- For the management of PT. Delta Jaya Mas Gresik, it is suggested to implement a Work-Life Balance system to minimize workload and increase work productivity.
- For the management of PT. Delta Jaya Mas Gresik, it is suggested to optimize technology infrastructure through the IT Balance Scorecard measurement method by analyzing each perspective.
- For future researchers who examine research with soft skills and transformational leadership variables to make a more positive contribution to work productivity.

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