

V. CONCLUSIONS AND IMPLICATIONS

A. Conclusion

Based on the results of data analysis and research on the influence of the socio-technical system on employee performance with workload variables as moderators at the regional office of DJPb in Central Java Province, the following conclusions can be formed:

1. Socio-Technical System has a positive effect on employee performance. This means that the higher the implementation of the Socio-Technical System, the more employee performance increases.
2. Workload does not moderate the influence of the socio-technical system on employee performance. This means that whether or not the Workload variable in individual, the influence of the Socio-Technical System on employee performance is still influential.

B. Research Implications

1. Managerial Implications

This research shows that the socio-technical system (STS) has a strong, positive effect on employee performance. For DJPb, this suggests that improving the systems and tools used by employees can lead to better work results.

Even when employees have heavy workloads, technology and support can still help them perform well. So, instead of only focusing on

reducing workload, DJPb can also improve digital tools, offer training, and make sure communication systems work effectively. Listening to employee feedback and keeping systems updated can also help employees work more effectively.

2. Theoretical Implications

This research supports the Socio-Technical Systems (STS) theory, which states that optimal performance occurs when technology and people within an organization function effectively together. This study's results show that STS has a clear, positive effect on employee performance. This means that the theory works in actual situations, especially in public organizations like DJPb.

Although this study was conducted under the assumption that workload would act as a moderator, meaning it could influence the effect of Socio-Technical System, the results revealed that workload did not have a significant moderating effect. This is an important finding because it shows that Socio-Technical System can still improve performance, even when employees have a high or low workload. Thus, this research provides a new understanding: workload may not always reduce the benefits of Socio-Technical System. In summary, this study provides stronger evidence that STS is an important theory for understanding employee performance. It may also influence future research to examine Socio-Technical System in various workplaces or test different moderators besides workload.

C. Research Limitations

This study has several limitations, which are as follows:

1. The number of respondents did not reach 68, which was the target for this research.
2. The process of distributing questionnaires in this study used online and the time used was very short, so the results of the questionnaires collected were relatively small. For further research is expected to be able to adjust the time and consider the process of distributing questionnaires.

