

## THE EFFECT OF DIGITAL LITERACY AND WORKLOAD ON EMPLOYEE PRODUCTIVITY: A NARRATIVE LITERATURE REVIEW

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### Abstract

**Keywords:**

Digital Literacy,  
Workload,  
Employee Productivity,  
Literature Review

*The development of digital technology has driven significant changes in organizational work patterns, thus requiring increased employee capabilities in utilizing technology and appropriate workload management. This study aims to examine the relationship between digital literacy and workload on employee productivity through a narrative literature review approach. The method used is qualitative, utilizing secondary data in the form of relevant scientific articles from the past five years, obtained through a search of the Google Scholar academic database. The analysis process was carried out by grouping, comparing, and synthesizing previous research findings to gain a comprehensive understanding. The results of the study indicate that digital literacy plays a significant role in increasing productivity, as this ability enables employees to work more efficiently, accurately, and adaptively to technological changes. Meanwhile, workload has a dynamic influence, where a proportional level of workload can encourage increased performance, while excessive workload can potentially decrease productivity due to work pressure. Therefore, the balance between digital competence and workload management is a key factor in achieving optimal performance. This study has implications for organizations to improve employee digital capacity while effectively managing work distribution to support sustainable productivity.*

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### INTRODUCTION

The rapid development of digital technology has brought significant changes to various aspects of life, including the workplace. Digital transformation is driving organizations to adapt to the use of information technology to improve operational

efficiency and effectiveness. In this context, digital literacy is a crucial competency for employees to access, understand, and optimally utilize technology to support their work.

Digital literacy is not only about technical skills in using digital devices, but also encompasses critical thinking, communication, and wise information management. Employees with good digital literacy tend to be more productive because they can complete tasks more quickly, accurately, and innovatively. Conversely, low digital literacy can hinder the use of technology, ultimately resulting in decreased work productivity.

On the other hand, workload is also a significant factor influencing employee productivity. Excessive workloads can lead to stress, fatigue, and decreased performance, while excessively low workloads can lead to a lack of motivation and a lack of optimal employee potential. Therefore, balanced workload management is key to optimal productivity.

The relationship between digital literacy and workload on employee productivity is becoming increasingly relevant to study, especially in today's digital era. Various previous studies have shown that digital literacy has a positive influence on work productivity, while workload can have both positive and negative effects depending on its level and management. However, the diverse research results indicate the need for more in-depth study through a literature review approach to gain a comprehensive understanding.

Based on this background, this study aims to analyze the influence of digital literacy and workload on employee productivity through a narrative literature review approach. This research is expected to provide a clear picture of the relationship between these variables and serve as a reference for organizations in improving employee productivity through strengthening digital literacy and effective workload management.

## RESEARCH METHODOLOGY

This research uses a qualitative approach using the Narrative Literature Review (NLR) method. This method aims to examine, compare, and synthesize various previous research findings related to digital literacy, workload, and employee productivity.

The data used is secondary data obtained from national scientific journal articles accessed through academic databases such as Google Scholar. The literature search was conducted using the keywords "digital literacy," "workload," and "employee productivity."

The inclusion criteria in this study include: (1) articles relevant to the research topic, (2) published within the last 5 years, and (3) available in full text. Based on the search results, a number of articles were obtained which were then selected according to the criteria until literature suitable for analysis was obtained.

The data analysis technique was carried out descriptively and qualitatively through the stages of data reduction, grouping research results based on variables, and drawing conclusions to obtain an overview of the relationship between digital literacy, workload, and employee productivity.

## RESULTS AND DISCUSSION

Relevant previous research is as follows:

**Table 1. Previous Research**

| NO | AUTHOR   | RESEARCH RESULTS  | EQUALITY   | DIFFERENCE   |
|----|--|---|--|--|
| 1  | Priastuti & Subarjo (2025)                             | Digital Literacy (X1), Training (X2) and Development (X3) have a positive and significant effect on Employee Productivity (Y)                       | Digital Literacy (X1) has a positive effect on Employee Productivity (Y) | Training (X2) and Development (X3) have a positive effect on Employee Productivity (Y)                       |
| 2  | Fauziah, Askolani, & Sutrisna (2023)                   | Work Experience (X1) and Digital Literacy (X2) have a positive and significant effect on Employee Productivity (Y)                                  | Digital Literacy (X2) has a positive effect on Employee Productivity (Y) | Work Experience (X1) has a positive effect on Employee Productivity (Y)                                      |
| 3  | Charisa, Widyastuti, Simarmata, & Purwadisastra (2025) | Women's Leadership Style (X1), Digital Literacy (X2), and Work Flexibility (X3) have a positive and significant effect on Employee Productivity (Y) | Digital Literacy (X2) has a positive effect on Employee Productivity (Y) | Women's Leadership Style (X1) & Work Flexibility (X3) have a positive influence on Employee Productivity (Y) |
| 4  | Ariyanto & Heriyanti (2023)                            | Workload (X1), Organizational Culture (X2), and Work Environment (X3) have a positive and significant   | Workload (X1) has a positive effect on Employee Productivity (Y)         | Organizational Culture (X2) & Work Environment (X3) have a positive influence on                             |

|   |                                | effect on Employee Productivity (Y)   |  | Employee Productivity (Y)   |
|---|--------------------------------|---|--|---|
| 5 | Puspitasari & Wijayanto (2024) | Workload (X1) and Job Satisfaction (X2) have a positive and significant effect on Employee Productivity (Y) | Workload (X1) has a positive effect on Employee Productivity (Y) | Job Satisfaction (X2) has a positive effect on Employee Productivity (Y)    |
| 6 | Saputra & Khairusy (2022)      | Workload (X1) and Work Safety (X2) have a positive and significant effect on Employee Productivity (Y)      | Workload (X1) has a positive effect on Employee Productivity (Y) | Occupational Safety (X2) has a positive effect on Employee Productivity (Y) |

### **The Impact of Digital Literacy on Employee Productivity**

Digital literacy contributes to work processes and company-set performance targets. Digital literacy training is essential. Achieving these targets, aided by digital skills, will increase revenue. This revenue is the result of collaboration between the company and employees, who are continually improving their work skills (Sahrazad et al., 2022).

This study shows that productivity increases when employees are able to utilize technology to speed up work processes, increase accuracy, improve coordination, and minimize operational obstacles ( Zahara, Kumbara, & Charli, 2026).

It can be concluded that the various research findings analyzed demonstrate that digital skills are a crucial factor in driving optimal work performance. Mastery of technology not only accelerates task completion but also improves the quality of work output and the effectiveness of coordination between individuals within the organization. Therefore, the higher the level of digital literacy an employee possesses, the greater their contribution to sustainable productivity growth, particularly in the face of technology-based work demands.

### **The Effect of Workload on Employee Productivity**

Workload is the level of activity within a specific timeframe that must be completed by an individual, group, or group. In everyday life, workloads must be completed within a specified timeframe. Individuals with low work demands exhibit positive behavior, while individuals with high work pressure tend to escapist when faced with a task (Ali, Sastrodiharjo, & Saputra, 2022).

Excessive or heavy and uneven workloads can decrease employee work productivity. Conversely, if the work is divided evenly and sufficient time is provided to complete the work, it can increase employee work productivity (Yeni, Nasrah, & Novia, 2025) .

It can be concluded that workload plays a complex role in employee performance, as its impact is highly dependent on its level and management. Proportional and capacity-based task distribution can encourage improved performance, while excessive work pressure can potentially decrease work effectiveness. Therefore, balancing workload is crucial to ensuring employees' optimal performance without experiencing a decline in performance due to fatigue or excessive stress.

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on a review of various previous studies, it is clear that employees' ability to utilize technology is a strategic factor in improving work performance. This competency plays a role in accelerating task completion while improving the quality of the output produced.

Furthermore, the workload aspect demonstrates a multifaceted influence. A level of work demand that aligns with an individual's capacity can actually encourage optimal performance. Conversely, an imbalance in the distribution of tasks can potentially lead to decreased performance.

Overall, employee productivity is influenced by a combination of individual readiness to face digitalization and the organization's ability to manage work distribution proportionally.

### Suggestion

#### 1. For Companies

Organizations are advised to actively improve employees' digital competencies through continuous development programs to be able to adapt to dynamic technological changes.

#### 2. In Work Management

There needs to be a regular evaluation of task distribution to ensure it remains in line with employee capacity and conditions, thus avoiding excessive work pressure and underutilization of potential.

#### 3. For Further Researchers

Future research can develop the model by adding other variables such as motivation, job satisfaction, or work environment to gain a broader understanding of the factors that influence productivity.

#### 4. Methodological Approach

It is recommended to use quantitative or combined methods (mixed methods) to provide stronger empirical evidence of the relationship between variables.

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