

Analysis Of The Effectiveness Of Online Training Media In Improving Organizational Performance For Civil Servants At The Library And Archives Department Of Pekanbaru City

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ABSTRACT

This study aims to analyze the effectiveness of the use of online training media in improving organizational performance for Civil Servants (PNS) at the Pekanbaru City Library and Archives Service. The background of this research is based on the digital transformation in government bureaucracy, specifically through the use of the ASN Unggul platform as an information technology-based learning medium. The study employed a qualitative approach with a descriptive phenomenological method, where data was collected through interviews, observations, and documentation from various related informants. The results showed that the implementation of the ASN Unggul platform was proven effective in improving digital competence, learning motivation, and employee work efficiency. Approximately 82% of ASN in the service environment actively use this platform, with a training completion rate reaching 78%. Positive impacts were also evident in increased work time efficiency, with document processing time decreasing from an average of 3 days to 1.5 days, and the public satisfaction index increasing from 82.4% to 88.7%. Key success factors included flexible learning times, relevant training materials, and leadership support. Obstacles related to digital adaptation and learning discipline emerged, but these were overcome through regular mentoring and strengthening a culture of continuous learning. Therefore, the use of online training platforms such as ASN Unggul is a crucial strategy in developing a professional, adaptive, and competitive civil service in the era of government digitalization.

INTRODUCTION

The development of information technology in the era of the 4.0 industrial revolution has had a huge impact on various sectors, including public administration and human resource management of the civil service (ASN). The presence of digital technology has not only changed the way people communicate and work, but also encouraged government bureaucracy to transform towards more transparent, accountable, efficient, and responsive governance. Digitalization in the government sector is not limited to public services, but also touches on internal matters, particularly in efforts to develop the competencies of civil servants as the backbone of the state bureaucracy (Susan, 2019).

This transformation is in line with the *good governance* paradigm, which is now a reference in public administration practices in Indonesia. The government is striving to implement *e-government* as the main instrument in improving the quality of public services and governance. One of the legal foundations that reinforces this is Government Regulation of the Republic of Indonesia Number 17 of 2020 concerning ASN Management, which emphasizes the importance of developing ASN competencies based on information technology. This regulation affirms that the competencies of civil servants must be continuously developed so that they are able to provide sustainable, competitive, and high-performance public services in line with the demands of the times (PP RI No. 17 of 2020).

The State Administration Agency (LAN) as an institution mandated to improve the competence of civil servants responded to these challenges by implementing digital transformation in the education and training system. Since 2019, LAN has introduced an innovation in the form of a *Learning Management System* (LMS) known as ASN Unggul. Initially, ASN Unggul came in the form of *single-tenancy*, which could only be used by one agency. However, the innovation continued to be developed, and in 2021, ASN Unggul 2.0 was launched with a *multi-tenancy* system. This model allows all ministries, institutions, and local governments in Indonesia to use and manage training in an integrated manner within a single digital ecosystem (Mardiasmo, 2011).

The presence of ASN Unggul became even more relevant when the Covid-19 pandemic hit. Restrictions on mobility and face-to-face interactions accelerated the use of technology in learning and training. *E-learning*, which was previously considered an alternative, became an urgent necessity. ASN Unggul emerged as a solution to the limitations of classical training, which was considered inefficient in terms of time, cost, and reach. Through this platform, ASN can participate in training anytime and anywhere, with more flexible learning methods such as *microlearning* and *Massive Open Online Courses* (MOOC). This innovation provides ASN with the opportunity to learn according to their competency needs without having to leave their main job or be burdened with travel and accommodation costs for training (Flipppo, 2011).

However, the implementation of ASN Unggul is not without obstacles. Some ASN, especially those of the generation accustomed to face-to-face training methods, still find it difficult to adapt to the digital system. Low technological literacy and resistance to change are challenges in themselves. In addition, limitations in telecommunications infrastructure in several regions, uneven internet network quality, and differences in readiness between government agencies also hinder the optimal use of this platform. Quite a few training participants also complain of digital

fatigue due to prolonged interaction with screens during the online learning process (Sugiyono, 2019).

On the other hand, empirical evidence shows that ASN Unggul is capable of making a significant positive contribution. Based on interviews and data collected, the number of training participants has increased sharply since the platform's introduction. Before the implementation of ASN Unggul, the number of participants was only around 700 employees, but in 2023, the number jumped to more than 1,800 employees. The Government Agency Performance Accountability Report (LAKIP) of the State Administration Agency also noted a consistent increase in organizational performance after the massive use of ASN Unggul. This proves that the use of LMS not only helps bridge the competency gap among ASNs, but also improves operational efficiency, the quality of public services, and the bureaucracy's capabilities in facing global challenges (Rahayu, 2018).

This phenomenon confirms that the use of online training media such as ASN Unggul is not just a temporary trend, but a long-term necessity in the effort to create a superior and professional bureaucracy. Research on the effectiveness of ASN Unggul is very important to assess the extent to which this platform is able to respond to the challenges of developing ASN competencies, supporting organizational performance improvement, and providing policy recommendations that can strengthen its implementation in the future. With the appropriate use of technology, ASN are not only required to be able to adapt, but also to be able to become the driving force of innovation in the bureaucracy, so as to realize modern, inclusive, and competitive governance amid the tide of global change (Wibowo, 2016).

LITERATURE REVIEW

Effectiveness

Effectiveness in the context of this study relates to the extent to which online training media can achieve learning objectives and improve ASN competencies. According to Wibowo (2016), effectiveness is defined as the degree of success of an activity in achieving the desired results in accordance with the predetermined objectives. Effectiveness reflects the suitability between the results achieved and the planned objectives. In ASN training, effectiveness can be measured through improved abilities, changes in work behavior, and more optimal performance results after participating in digital training such as the ASN Unggul platform.

Effectiveness Indicators

Time Standards

Effectiveness can be measured by the extent to which activities or work can be completed within the planned time. For example, if a project or work can be completed on time without significant delays, its effectiveness is high.

Outcome Standard

Effectiveness is not only measured by the quantity of results, but also by the quality of the work. For example, if the work results meet standards, community expectations, or leadership expectations, then the results are effective in terms of quality.

Resource Standards

Effectiveness also includes how optimally resources such as labor, funds, equipment, and time are used. An activity is considered effective if it can achieve its objectives with efficient, non-wasteful, and high-quality resources.

Training Media

Training media serve as a means to support the success of the learning process and employee competency development. According to Flippo (2011), training is a

planned effort to improve an employee's ability to perform certain jobs, while education focuses on individual development for future responsibilities. In the context of ASN, the use of digital-based training media such as Learning Management Systems (LMS) and e-learning has become an important innovation. Research by Anisa Triana, Virna Museliza, and Yolanda Tamyiz Heriza (2023) confirms that ASN Unggul online training media can increase training participation, time efficiency, and the reach of learning for ASN in various regions.

Civil Servants

Civil servants are state officials who act as implementers of public policy and public servants. According to Susan (2019), human resource management in the context of civil servants includes planning, organizing, directing, and controlling activities related to employee development to achieve organizational goals. In national regulations, the development of civil servant competencies is regulated in Law Number 5 of 2014 and Government Regulation Number 17 of 2020, which stipulate that every civil servant is entitled to a minimum of 20 hours of competency development per year. This shows that improving the quality of civil servants through training is not only a necessity but also an obligation to ensure the professionalism of the bureaucracy.

Performance

Performance is the result of individual or group work in achieving organizational goals in accordance with established standards. According to Wibowo (2016), performance is the result of work achieved by an individual based on their competencies and responsibilities. Effective training will have a direct impact on improving civil servant performance because it strengthens skills, knowledge, and work motivation. In addition, Rahayu (2018) explains that improving civil servant performance also reflects an increase in accountability and effectiveness of public services. Thus, the success of online training media can be seen from the extent to which it is able to improve civil servant performance in providing services to the community efficiently, innovatively, and with integrity.

By combining the theories of effectiveness, training media, civil servants, and performance, this literature review confirms that the success of digital training implementation for civil servants greatly depends on the effectiveness of learning methods, the readiness of officials to utilize technology, and institutional support in encouraging continuous improvement in bureaucratic performance.

METHODOLOGY

The type of research used by the researcher is qualitative research with a descriptive phenomenological approach. Qualitative research aims to describe and depict events or phenomena that occur in the field and present data systematically, factually, and accurately on a particular population or area, regarding certain properties, characteristics, or factors. The researcher chose this qualitative research method with a phenomenological approach because it was considered capable of answering the research questions and obtaining accurate information related to the effective management of dynamic archives at the Pekanbaru City Library and Archives Office.

Primary data is data collected directly from informants who are the subjects of the research, in the form of information that is valid and relevant to the issues formulated by the researcher related to the research topic. Field research was conducted to obtain accurate data and information so that it could describe the situation and conditions in accordance with the facts in the field after going through a process of interviews and observation. This data was obtained through interviews, which began by asking informants several questions, followed by recording the

answers from the interviews.

Secondary data is processed data obtained to supplement the primary data collected. Secondary data is obtained from secondary sources or indirectly in the form of works such as books, research reports, journals, internet media, and other sources related to the completeness of the research, consisting of:

1. Pekanbaru City Regulation No. 10 of 2013 concerning the Establishment of the Organizational Structure, Position, and Main Duties of Regional Technical Institutions in the Pekanbaru City Government.

2. Pekanbaru City Regulation Number 9 of 2016 concerning the establishment and structure of the Pekanbaru City Regional Apparatus, the Pekanbaru City Library and Archives Office.

3. Pekanbaru Mayor Regulation No. 106 of 2017 concerning the standard operating procedures for the implementation of the dynamic archiving information system within the Pekanbaru City Government.

4. Law Number 43 of 2009 concerning archives.

The data collection technique used in this study was to observe what the implementing officers did, listen to what they said, and participate in the archiving management activities carried out by the Pekanbaru City Library and Archives Office. The observation technique is a data collection method by observing directly at the research location. The observation process included directly observing the conditions at the research location, recording with a cell phone/iOS camera, and noting the activities that took place. The observation was carried out by systematically recording activities, behaviors, objects seen, and other things necessary to support the research. This researcher used documents containing a summary of archival management data from the Pekanbaru City Library and Archives Office. Documentation or document review is a data collection technique aimed at research subjects to obtain information related to the research object. Data can be in the form of files, images or photos, documents, and others during the research process. The data was obtained by the researcher from the relevant party, namely the Library and Archives Office, and the documentation was taken directly by the researcher in the field. The data obtained was used to complement the primary and secondary data.

RESULTS AND DISCUSSION

Based on the results of interviews conducted at the Pekanbaru City Library and Archives Office, it was found that the implementation of the ASN Unggul platform has had a positive impact on improving employee competence and performance. According to Rina Andayani, S.Sos, a Junior Expert Librarian, the ASN Unggul platform is relatively easy to access via both laptops and mobile devices. The only obstacle that arose was technical in nature, namely slow network speed at the beginning of use. However, after internet capacity was increased in 2024, access became smoother. Based on data from the Pekanbaru City BKPSDM, around 82% of ASNs within the office have been actively using this platform on a regular basis.

In terms of training effectiveness, Rina said that the training content was very relevant to work needs, especially in the Digital Records Management and Social Inclusion-Based Library Services modules. This training was considered effective in increasing employees' understanding of the digital archiving system, which was then applied through the use of the Srikandi application for electronic management of incoming and outgoing mail. The results of the department's internal evaluation in May 2025 also showed that around 74% of training participants felt that their digital

skills had improved. In addition, this training had a positive effect on the work motivation of civil servants. With the digital certificate linked to MyASN, employees feel more appreciated and motivated to continue learning, with participant satisfaction reaching 87%.

From an interview with Rizky Hidayat, S.Kom, IT Coordinator and manager of ASN Unggul, it was revealed that the implementation process for this platform began in mid-2023. Monitoring was carried out through account activity levels, number of learning hours, and module evaluation results. Based on internal agency data, the training completion rate reached 78% of the total 65 civil servants registered. Civil servant participation was also quite high, with around 50 employees actively participating in at least one training session per month. The main factors supporting the success of this implementation were the flexibility of learning times and support from agency leaders.

Rizky also explained that the effectiveness of online training is better than face-to-face training. Based on the evaluation results, the effectiveness score for online training reached 8.2 out of 10, slightly higher than conventional training, which only scored 7.9. This is because online materials can be accessed repeatedly according to the participants' needs. However, the challenge that still needs to be addressed is adapting to work habits, as some employees are not yet accustomed to using digital systems. To address this, the management regularly holds coaching clinics every two weeks to provide direct assistance to employees who need it.

Meanwhile, from a leadership perspective, Drs. H. M. Zulkifli, M.Si, Head of the Pekanbaru City Library and Archives Office, said that the implementation of ASN Unggul has had a very significant impact on improving organizational performance. Based on the second quarter report of 2025, document processing time decreased from an average of 3 days to 1.5 days, indicating an increase in work efficiency. In addition, the accuracy rate of archiving increased from 84% to 92%, and the public satisfaction index for library services rose from 82.4% to 88.7%.

Zulkifli emphasized that the ASN Unggul online training program is very much in line with the agency's vision, which is "To Create an Informative and Technology-Based Library and Archives Agency." This program strengthens the competence of civil servants so that they are better prepared to face the demands of the digital age. Despite challenges such as learning discipline and ASN schedule management, the agency overcame them through a monitoring system and rewards for employees who actively participated in the training. As a result, the module completion rate has increased by 21% since January 2025.

Overall, the interview results show that the use of the ASN Unggul platform has successfully improved individual competencies, organizational work efficiency, and ASN learning motivation within the Pekanbaru City Library and Archives Office. Technical and cultural obstacles still exist, but they can be overcome through familiarization, technological support, and the active role of leaders in promoting a culture of continuous learning. This program is also considered aligned with the national policy direction for ASN digital transformation toward an efficient, transparent, and accountable electronic-based government.

CONCLUSION

This study shows that the use of online training media through the ASN Unggul platform is effective in improving the competence and performance of civil servants at the Pekanbaru City Library and Archives Office. Digital training increases work efficiency, speeds up archive management, and improves public satisfaction with public services. The success of this program is supported by flexible learning times, relevant materials, and leadership support, despite obstacles such as limited digital literacy and lack of discipline in learning time. Overall, ASN Unggul plays an important role in promoting a more adaptive and productive digital transformation of the bureaucracy.

Local governments need to strengthen digital infrastructure and policy support for technology-based ASN training. Agencies are advised to improve the quality and evaluation of training content to make it more relevant to work needs. Employees are expected to be more disciplined and actively utilize online training media for competency development. Further research is recommended to expand the scope of study and use quantitative approaches for more comprehensive results.

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