

Development of Digital-Based Job Training Methods at the Regional Library and Archives Service of West Java Province

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Digital transformation in the library sector demands increased human resource competency to provide effective, efficient, and adaptive public services to technological developments. However, the on-the-job training methods implemented at the West Java Provincial Library and Archives Service are still dominated by conventional approaches, thus not fully supporting the development of employee digital competencies. This study aims to analyze and develop a digital-based on-the-job training model that aligns with organizational needs and the demands of modern library services. The study employed a qualitative approach with descriptive methods. Data were collected through observation, literature review, and in-depth interviews with informants. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. The results indicate that developing a digital-based on-the-job training method requires integrating on-the-job and off-the-job training methods with the use of digital technology through a Learning Management System (LMS), virtual service simulations, knowledge sharing, role-playing, simulations, professional forums, and strengthening cross-divisional coordination. The developed model can improve employee technical and managerial competencies, strengthen adaptability to digital transformation, and support improvements in the quality of library and archives services. This research also yielded three novelties: the Digital Competency Integration Method, the Workload-Based Local E-Learning Module Method, and the Train-of-Trainer (ToT) Method as a model for continuous competency development. These three methods are expected to enhance the professionalism of civil servants, accelerate digital transformation, and achieve excellent service at the West Java Provincial Library and Archives Service.

Keywords: Job Training Method, Digital Transformation, Digital Competency, Learning Management System, Public Service, Regional Library.

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1. Introduction

According to Nurhaidah (2015), globalization is a specific phenomenon in human civilization that continues to evolve within a global society and is part of that global human process. Globalization touches all important aspects of life. It creates various new challenges and problems that must be addressed and resolved in an effort to utilize globalization for the benefit of life. One of the major impacts of globalization on human life, capable of changing people's lifestyles, is through the internet, a form of electronic media. According to Riswati (2021), the current digital implementation has spread to almost all areas of government. One example, according to Nambisan (2017), is that along with digital developments, human thinking and dependence on technology are becoming more open. The work environment is also required to be open to innovation in the digital era, especially in data and file management. Currently, public organizations and companies are being urged to maximize the use of technology. Technology provides a way for public organizations and companies to become more efficient and intelligent in managing data and resources. Technology is a support system for public organizations and companies in running public services and the economy.

Libraries are institutions that play a crucial role in helping the public access various sources of information. Libraries are synonymous with space, collections, storage, and utilization of books and other publications according to a specific structure. Lasa Hs (2008) defines a library as an information system encompassing the activities of collecting, processing, preserving, conserving, presenting, and disseminating information, including human intellectual and artistic products. Testiani (2019) states, "The Library is a growing organism." This implies that libraries must be able to develop in various areas to maximize services for user needs. Given the library's role and function as a center for developing reading interest, libraries have a responsibility to enhance and develop this interest. To achieve this, the role of librarians is essential as the spearhead of library management and services.

The West Java Provincial Public Library is a public organization that provides services to the public in need of reading materials, information about books, and various references (Ramadhan, 2023). In line with the profile of the West Java Provincial Public Library, libraries serve as a vehicle for lifelong learning, developing the community's potential to become people who believe in and fear God Almighty, possess noble character, are knowledgeable, capable, creative, independent, and become democratic and responsible citizens in supporting the implementation of national education. Therefore, any change must be accompanied by human resources capable of playing a role in implementing those changes (Ardhian et al., 2021).

The importance of improving human resource capacity in the digital sector also aligns with Indonesia's digital transformation vision, as stipulated in Presidential Regulation of the Republic of Indonesia Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) (Soetarto & Yuliasna, 2022). This regulation emphasizes that all government agencies, including public institutions such as libraries, are required to implement a government system that utilizes information and communication technology in an integrated manner to achieve clean, effective, transparent, and accountable governance, as well as high-quality and reliable public services (Nurcahyani & Wiiraguna, 2025).

In the library sector, Law Number 43 of 2007 concerning Libraries explicitly states that library management must keep pace with developments in information and communication technology. This is reinforced by Regulation of the Head of the National Library of the Republic of Indonesia Number 13 of 2017 concerning National Library Standards, which stipulates that library staff must possess professional and information technology competencies as prerequisites for modern library services (Maryati et al., 2025). The demand for excellent public service quality, as stipulated in Law Number 25 of 2009 concerning Public Services, also mandates service providers, including libraries, to continuously innovate in their service systems, including through service digitization and strengthening human resource capacity. The implementation of this principle is reaffirmed in Ministerial Regulation Number 38 of 2017 concerning Civil Servant Competency Standards, which emphasizes that civil servants, including library staff, must possess technical and digital competencies to support bureaucratic reform (Nurwarniatun, 2019).

Strengthening digital-based job training methods in public libraries, such as the West Java Provincial Public Library, is urgently needed, not only for practical relevance but also supported by national regulations and policies that encourage digital transformation and quality public services. Digital-based job training methods in the regional library sector have received relatively little in-depth study (Zam & Sestriyenti, 2024). To date, studies on digital-based job training methods have focused more on the general government and formal education sectors, while the public library sector has often been marginalized, despite its crucial role in educating the public and supporting national digital literacy (Fauzia et al., 2021). This research also emphasizes the importance of developing a system that is not only adaptive to technological changes but also aligned with public service values, the local context of West Java, and the actual needs of library users.

Researchers identified challenges with digital-based job training methods at the West Java Provincial Library and Archives Service, which have not yet met their intended targets. Both on-the-job and off-the-job training methods have been constrained by technological developments and current library service needs. Problems with on-the-job training include coaching and internship programs (understudy), which are still focused on carrying out librarian duties in a conventional manner. Consequently, many employees and librarians at the West Java Provincial Library and Archives Service and at the Regency/City levels lack adequate skills in using digital systems for library services. Furthermore, human resource management, particularly in assigning tasks according to competencies, is also suboptimal, hampering the improvement of digital-based service quality.

Meanwhile, off-the-job training, whether through courses or on-the-job training, focuses more on managing physical collections and providing face-to-face services. Competency development in information technology, library information systems, and digital services remains a primary focus. This situation has resulted in the underdevelopment of librarians' abilities to navigate the digital transformation, requiring improvement in the effectiveness of human resource allocation and the quality of digital-based library services. This research focuses on the development model for digital-based work training methods at the Regional Library and Archives Service in West Java Province. The training method takes into account experiential learning, coaching, understudy, position rotation/tour of duty, special projects and task forces, committee assignments, selective reading, courses, role-playing, simulations, sensitivity training, training, special meetings, and multiple management.

Based on the background of the problem above, the research problem can be formulated as follows: How can we develop a conceptual model for digital-based work training methods at the Regional Library and Archives Service in West Java Province? Therefore, the purpose of this research is to examine and develop a conceptual model used in digital-based work training methods at the Regional Library and Archives Service in West Java Province. The results of this study are expected to provide ideas in the development of theories of public administration, human resource management, organization and human resource development specifically related to digital-based job training methods. In addition, this study is expected to find new theories or find innovations/novelties related to digital-based job training methods. realizing excellent service.

2. Method

The type of approach in this research is qualitative. The research method used is descriptive analysis, while according to Bogdan and Taylor (1975) in (defines a qualitative approach as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. This study uses two (2) data sources, namely primary data and secondary data. Primary data comes from the field in the form of information and interviews with authorized officials at the Library and Archives Service of West Java Province who are considered to know and have information about the Development of Digital-Based Job Training Methods at the Library and Archives Service of West Java Province. Secondary data is in the form of written data sourced from books, documents, regulations, photographs, maps related and connected to the research.

This study uses data collection techniques through observation, literature study, and structured interviews. Observations were conducted by directly observing activities at the Library and Archives Service of West Java Province, while literature study was conducted by collecting information from books, journals, documents, and other relevant written sources. In-depth interviews were conducted with informants who understand the research problem, namely the Head of the Regional BKD West Java, Head of Education and

Training Division of BKD, Head of Library and Archives Service of West Java Province, Head of Library and Archives Service Division, functional librarian, functional archivist, and community. The data obtained were then analyzed using qualitative data analysis techniques which include data reduction, data presentation, and drawing conclusions. Data reduction was carried out by selecting and focusing on data related to the development of digital-based job training methods, then the data was presented in the form of a narrative description for easy understanding, then conclusions were drawn based on the results of the analysis supported by evidence obtained during the research.

3. Result and Discussion

On-the-Job Training Method

On-the-Job training is a dominant approach in government bureaucracy because it allows for transfers within the West Java Regional Library and Archives Office. This method is crucial due to the nature of librarians' and archivists' work, which requires high technical accuracy with both physical and digital objects. Research findings and discussions include: Learning from Experience, Coaching, Understudy, Position Rotation/Tour of Duty, Special Projects and Task Forces, and Selective Reading Committee Assignments.

a. Learning from Experience

The on-the-job training method is a form of learning conducted directly in the workplace. Through this method, participants not only understand theory but also become directly involved in daily work activities. The experience of participating in on-the-job training at the West Java Provincial Library and Archives Office provided valuable lessons, both in terms of technical skills and professional development. Learning from experience is closely related to digitalization, as the development of digital technology is fundamentally born from the process of humans learning from previous experiences. In everyday life, experience teaches people to find faster, more practical, and more efficient ways to complete tasks. From this experience, innovations in the form of digitalization have emerged, transforming many manual activities into technology-based ones. Digitalization also helps individuals gain new experiences more easily. While previously experience was only gained through direct practice or the stories of others, now experience can be learned through the internet, educational videos, social media, and various digital platforms. Individuals can learn from mistakes, successes, and information shared by others without having to experience it all themselves. This makes the learning process faster and more comprehensive. Furthermore, experience in using digital technology will improve a person's ability to adapt to changing times. For example, experience using learning applications, digital transactions, or online communication can develop new skills needed in the modern era. The more frequently a person utilizes digital technology, the more knowledge and experience they will gain to face future challenges.

b. Coaching

The West Java Provincial Library and Archives Service (Dispusipda Jabar) in this context defines coaching as a form of competency development that plays a crucial role in enhancing the capacity of librarians, archivists, and information service technicians. Coaching is a structured development process aimed at improving individual skills, knowledge, and performance through mentoring, hands-on practice, feedback, and reflection on work experiences. Training is crucially linked to digitalization, as advances in digital technology require individuals to continually improve their skills and knowledge. In the digital era, training is no longer limited to face-to-face sessions; it can also be delivered through various digital media, such as learning apps, online seminars, video tutorials, and online course platforms. Digitalization makes the training

process more flexible, allowing individuals to learn anytime and anywhere, without the constraints of time and space. In addition to simplifying learning access, digitalization also makes training materials more engaging and interactive. The use of technologies such as video, simulations, animations, and online evaluation systems helps participants understand the material more quickly and effectively. Through digital-based training, individuals can improve their skills in using technology, managing information, and adapting to the increasingly modern world of work. Digital training at the West Java Provincial Library & Archives Service is essential for improving the quality of human resources. Utilizing digitalization to provide more efficient, cost-effective training, and easily reach a large number of participants, employees who participate in digital training will be better prepared to face technological developments and be able to work more productively. Thus, training and digitalization are interrelated because digitalization is a modern means of implementing training, while training helps people improve their abilities so they are able to follow the development of digital technology in various areas of life.

c. Understudy (Internship)

Internships at the Bandung City Library and Archives Service are closely related to digitalization, as technological developments have transformed the library service system to become more modern and efficient. Through internships, students or interns can learn firsthand how digitalization processes are applied in library management, from book data collection and document archiving to providing information to the public using computerized systems. Through these internships, participants gain experience using digital technologies such as library management applications, online catalogs, and digital-based book borrowing and return systems. Digitization helps libraries provide faster, more accurate, and more accessible services to the public. Furthermore, interns understand the importance of digital data and information management to ensure a more organized and secure library collection. Internships in libraries that have implemented digitalization also help participants improve their ability to adapt to developments in information technology. Participants not only learn about library administration but also understand how technology is utilized to support the community's digital literacy. This experience provides essential skills for facing today's increasingly digitally dependent workforce. Thus, an internship at the Bandung City Library and Archives Service provides participants with the opportunity to understand the practical application of digitalization in public services. Through this experience, participants can enhance their skills, knowledge, and ability to use digital technology, which will be beneficial for personal development and future career opportunities.

d. Position Rotation/Tour of Duty

Job rotation at the Dispusipda (Regional Library and Archives Service) is a human resource management strategy aimed at organizational refreshment and serves as a tool to prevent corruption and abuse of authority. In public service organizations like Dispusipda, prolonged work routines in the same position can lead to: innovation stagnation, dependence on certain individuals, decreased work motivation, and monotonous work patterns. Through rotation, employees gain cross-functional experience, knowledge transfer occurs between units, new perspectives emerge on work completion, and the organization becomes more adaptive and dynamic. Job rotation is closely related to digitalization because in the modern technological era, every employee or participant is required to understand various digital-based systems and tasks. Job rotation, or position rotation, is carried out so that individuals gain experience in various fields of work, thereby improving their skills, knowledge, and adaptability to technological developments. In work environments such as libraries or government agencies, digitalization has resulted in many tasks being performed using computer systems and digital applications. Through job rotation, individuals can learn various tasks such as digital data management, computer-based information services, electronic filing, and

the use of administrative applications. This experience helps employees understand the overall workflow and enhances their ability to use digital technology. Furthermore, job rotation also supports the improvement of human resource quality by making individuals more flexible and prepared to face the ever-evolving work system changes brought about by digitalization..

e. Special Projects and Task Forces

The implementation of strategic projects and task forces within the West Java Provincial Government is now a crucial tool for accelerating employee capacity beyond routine tasks. Involvement in projects such as digital transformation has been integrated into the performance evaluation system (SKP), which not only provides added career value but also fosters ASN agility in responding to emergency situations. This demonstrates that the organization is beginning to prioritize flexibility and adaptability as key indicators of competitive human resource development. Special projects serve as "core competency accelerators" that provide proportional training. The goal is to ensure that strategic projects serve as a positive means of personal development without causing burnout, thus fostering innovation in a healthy work environment. For functional staff, involvement in innovative tasks provides space for independent learning, such as developing digital applications and exploring technology-based solutions. The synergy between BKD policies, leadership vision, and employee creativity creates a solid ecosystem for developing future leaders with strong technical and managerial competencies. Overall, this project team-based method effectively breaks down bureaucratic rigidities, eliminates divisional silos, and supports the creation of digital maturity through adaptive collaboration. Therefore, this method supports the creation of organizational digital maturity, as research by Shahiduzzaman (2025) suggests, where the ability to respond to disruption is determined by adaptive team collaboration. Strategic regional projects, such as the digital transformation of libraries and archives, the digitization of archives, or the development of IT-based literacy services, are not only crucial for the organization but also serve as indicators of employees' tangible contributions beyond routine duties.

f. Assignments in the Form of Selective Reading Committees

Assignments to committees within local government are now viewed as a strategic instrument that goes beyond simply assigning additional tasks. They are a vital tool for creating a continuous learning environment, enabling knowledge sharing among colleagues and the achievement of work program objectives. This also includes evaluating and identifying employee leadership potential through the management of crucial aspects such as budgeting, logistics, and public communications. This method effectively breaks down communication bottlenecks between divisions within rigid bureaucratic structures by forcing cross-sector coordination. Through this collaboration, employees are trained to negotiate and align visions, which not only improves teamwork efficiency but also fosters a more dynamic, collaborative work culture. Committee assignments create a continuous learning environment through organic knowledge transfer and experience-sharing sessions among colleagues. This activity has transformed into a comprehensive human resource development tool that integrates managerial strengthening with collective technical mastery. In facing the digital era, committees also require strengthening soft skills and information literacy through selective reading of technology trends, to ensure policy design and the quality of public services remain modern and relevant. Based on the description, the development of the job training method at the West Java Dispusipda is dominated by an experiential learning approach, or learning by doing, where 70% of employee skills are formed through direct experience in the field. Practical experience at the service desk and archives depot is recognized as a real "laboratory" that effectively hones professional intuition and accelerates employee adaptation compared to mere formal theory. Through this hands-on practice, organizations value the tacit knowledge inherent in individuals, although researchers

note the need to convert such manual experiences into digital knowledge management systems to remain relevant to smart city trends in West Java.

Off The Job Training Method

Off-the-job training methods provide employees with the opportunity to focus on personal development without being distracted by daily office routines. This approach is crucial for mastering fundamental and strategic technical material. The research and discussion findings include courses, role-playing, simulations, sensitivity training, training, special meetings, and multiple management.

a. Courses.

In support of digital transformation within the Regional Library and Archives Office (Dispusipda), leadership highly commends civil servants who independently participate in courses or training related to digitalization, whether in digital management, library information systems, digital preservation, or electronic service technology. The strategic value of this appreciation for civil servants participating in independent digitalization courses at Dispusipda can be seen in the civil servant initiative to participate in independent digitalization courses, which have become a catalyst for accelerating digital transformation within Dispusipda. The competencies gained support the development of electronic-based library and archiving service systems, archive digitization, and optimization of data and information management. This reinforces the government's policy direction toward realizing digital-based governance. Priority development activities are directed toward technical courses that directly impact service quality. The focus on specific topics such as archival metadata standards and digital storytelling demonstrates the agency's efforts to combine traditional archival expertise with modern communication techniques. Strategic collaborations with national institutions such as the National Library (Perpusnas) and the National Archives of the Republic of Indonesia (ANRI) guarantee the quality of the materials and professional recognition for participating civil servants. This synergy has proven to have a positive impact on the organization, as mastery of national technical standards can be directly implemented to strengthen information governance in the regions.

b. Role Playing

The implementation of role-playing methods at the West Java Dispusipda (Regional Information and Public Information Service) is recognized as a strategic instrument for maintaining and strengthening professional standards within functional staff. This method serves as a barometer to ensure that each employee maintains competencies that remain relevant to current demands, especially amidst the rapid development of science and technology. Through service scenario simulations, employees are not only trained technically but also prepared to adopt technological advances in their interactions with the public. This demonstrates that role-playing serves as a means for organizations to standardize service quality to remain adaptive and professional in the face of changing public expectations in the digital age. Based on these research findings, researchers analyze that role-playing acts as a bridge that builds mental readiness and employee agility in dealing with various complex public service situations. By practicing roles in a controlled environment, employees can explore various communication and problem-solving approaches before being directly involved in real-life situations. The synergy between simulation and direct experience is crucial in shaping professional service behavior, where employees not only master standard operating procedures but also possess high empathy and confidence in providing excellent service. The use of role-playing at the West Java Dispusipda is not simply a routine exercise but a systematic effort to build a culture of superior service. By emphasizing mastery of cutting-edge competencies and honing professional readiness, the organization strives to minimize the gap between employee internal capabilities and public satisfaction standards. Through this approach, each functional staff member is encouraged to be at the forefront, not only

intellectually competent but also skilled in communication and conflict management when interacting with the public.

c. Simulation

Improving employee competency in the library and archives sector requires effective, applicable training methods that approximate real-world work conditions. One method used is the simulated work training method, a practice-based training that mimics actual work situations. This method is highly relevant for the West Java Library and Archives Service (Dispusipda) environment because work in library services and archives management requires precision, procedural accuracy, and public service skills. Simulation is a method that can help employees avoid mistakes in public services that can lead to various consequences, ranging from public dissatisfaction to operational disruptions. To minimize these risks, safe training methods are needed, allowing employees to practice without directly impacting the public. Simulation provides a practice space that mimics real-world situations while remaining controlled. Employees can perform service processes, handle documents, or interact with users without real-world risk. The benefit of using the simulated training method is that if employees experience a situation where errors occur, they are only for learning purposes and do not impact the public. The simulation method is an effective strategy to reduce the risk of service errors within the West Java Provincial Library and Archives Service. This simulation has a significant positive impact on strengthening employee mentality. The scenarios designed encompass various holistic aspects, from customer complaint management and literacy presentation skills to preventive measures for saving state assets, such as restoring archives after flooding. The diversity of these scenarios demonstrates that the preparedness being developed extends beyond administrative skills to physical and psychological preparedness. Through repeated training, employees are expected to act calmly and measuredly, both in carrying out their educational functions and in maintaining the sustainability of archives in critical situations.

d. Sensitivity Training (On-the-Job Training)

Within the West Java Library and Archives Service (Dispusipda), Sensitivity Training can be implemented to hone the friendly and empathetic attitude of library service staff toward users, foster effective communication between employees in handling public requests, and manage internal conflicts to ensure smooth and professional service delivery. The benefits of Sensitivity Training in On-the-Job Training include improving interpersonal relationships among employees, helping participants understand individual differences and appreciate diversity, reducing misunderstandings and enhancing cooperation, and improving the quality of public services through more effective communication, thus contributing to a more conducive and productive work environment. Based on the above description, the researcher analyzed that the implementation of digital learning efficiency was achieved by shifting the focus of the material to 70% practice and 30% theory, and utilizing senior practitioners as internal resource persons. This approach ensures that knowledge transfer is applicable and directly targets technical solutions relevant to real-world challenges, making the learning experience more flexible and personalized for each employee. Furthermore, the effectiveness of the development of the on-the-job training method is supported by the concept of "micro-learning" through short workshops and tips-sharing sessions that do not take up primary work time. Employees tend to value just-in-time knowledge transfer that is concise yet concise and can be immediately applied in daily operations. The synergy between digital technology integration and the use of internal experts successfully reduces costs and time, while aligning employee capacity development with the demands of high productivity in the era of digital transformation.

e. Job Training Program

Current trends in development and innovation in libraries, both in terms of service and community engagement, are evident. This transformation is crucial because many users now access knowledge through digital devices and expect library services to accommodate their learning styles. The focus on digital literacy is increasingly important because technology use is now part of everyday life skills in the modern workplace and education world. Collaborative spaces that support group projects, discussions, and active learning. Job training programs at the West Java Regional Library and Archives Office (Dispusipda) are now a strategic instrument for talent scouting and regeneration of the archival profession through cross-regional government agencies (OPD) policies. By directly involving participants in core operations, from physical acquisitions to digital services, the organization can identify adaptive and insightful future leaders. This approach ensures the transfer of practical knowledge that maintains professional competency standards while encouraging the adoption of the latest digital technologies in the workplace. The success of this transformation depends heavily on the quality of mentorship provided by mentors, who act as facilitators, bridging academic theory with practical fieldwork. The synergy between the Regional Library and Archives Agency's strategic policies, the leadership's vision, and technical guidance from functional officials creates a solid and safe learning ecosystem for participants to experiment. This integration is key to ensuring sustainable governance and maintaining the quality of archives and library services in the future. This aligns with Mangkuprawira's (2003) opinion that training aims to improve employee skills in carrying out their responsibilities according to the latest standards. Modern libraries are undergoing a major transformation from book repositories to centers of knowledge, creativity, and digital literacy. This change not only facilitates access to information but also enhances the critical, technical, and social skills of the community, especially those living in an active digital era.

f. Special Meetings

The method of job training through special meetings can be described as a professional forum meeting, which is a forum or official meeting for professionals in a specific field (e.g., librarians, archivists, laboratory technicians, or IT staff) to share knowledge and experience and discuss issues that arise in daily work practices. These meetings can take the form of workshops, seminars, coordination meetings, or panel discussions, to agree on work standards or solutions to complex technical issues. Based on the informants' responses above, it is clear that the professional forum meeting within the West Java Dispusipda functions as a strategic platform that integrates policy dissemination with strengthening networks across the region. This forum serves as a vital platform for disseminating the latest standards and sharing best practices to ensure uniform service quality across West Java. Through this learning community, organizations can build strong inter-agency synergy, enabling central policies to be translated into innovative measures relevant to regional needs.

g. Multiple Division Management

The Multiple Management training method is a descriptive and applied approach that emphasizes practical learning experiences through various management perspectives. This method is effective for improving decision-making, team collaboration, and problem-solving skills, although it requires careful planning and facilitators to achieve optimal results. Aligning the curriculum between the Human Resources Development Agency (BPSDM) and the actual needs of technical OPDs, such as the Dispusipda, is key to ensuring effective employee competency development despite financial adjustments. This strategy ensures that every resource allocation remains targeted and aligned with dynamic regional development priorities. Managing this change rests on the principle of transparency and prioritizes adaptive strategy reformulation to changing work targets. With transparency from management regarding budget conditions, implementers in the field can quickly and effectively adjust technical work plans. This two-way communication pattern not only maintains operational stability, but also builds employee trust and mental

readiness in facing administrative uncertainty, so that the quality of public services remains optimally maintained.

Furthermore, this research introduces the development of Reverse Mentoring and Train-of-Trainers (ToT) methods as solutions to the digital disparity between generations. In this method, young, tech-savvy employees are empowered to mentor senior employees through structured knowledge-sharing sessions. Another novelty is the Workload-Based Learning Identification training method, which identifies the most needed digital training modules based on actual workloads and the most frequently encountered technical challenges in the field. This ensures that each on-the-job training session is solution-oriented and directly impacts service efficiency.

Finally, this novelty proposes the development of a digital-based method to achieve Excellent Service at the West Java Library and Library Service Office (Dispusipda). This method development combines the use of a stand-alone Learning Management System (LMS), virtual service simulations, and strengthening a culture of online knowledge sharing. Thus, this on-the-job training method not only improves technical skills (hard skills) but also builds employee flexibility and adaptability in the face of rapid technological change in the regional library sector. The novelty of this research is:

1. The Digital Competency Integration Method is the process of integrating skills, knowledge, and attitudes related to digital technology into learning, work, or daily life activities in a unified and meaningful way, not simply the ability to use digital tools. The integrated digital competency elements typically include:
 - 1) Digital literacy (searching, evaluating, and using information)
 - 2) Technical skills (using devices and applications)
 - 3) Critical thinking and problem-solving
 - 4) Digital communication and collaboration
 - 5) Digital ethics, security, and responsibility
2. The Workload-Based Local E-Learning Module Method is digital teaching material designed and developed according to the local context (school, local government, or institution) by taking into account the workload of students and educators, so that learning is realistic, measurable, and not burdensome. Local e-Learning: developed according to the needs, characteristics, and resources of the local environment. Workload-based: Material, activities, assignments, and evaluations are structured taking into account learning time, difficulty level, and student capacity. The primary goal is to ensure effective, balanced, and sustainable online learning without overload.
3. The Train of Trainers (ToT) method is a training method that aims to prepare participants not only as recipients of material but also as trainers capable of training others independently and sustainably. Essentially, it trains prospective trainers so that knowledge and skills can be transmitted, expanded, and their quality maintained.

Research on the Off-the-Job Training Method suggests that the development of Civil Service Resources at the West Java Dispusipda (Regional Information and Communication Technology Agency) is carried out through a comprehensive learning ecosystem that combines institutional support with personal initiative. Through various instruments such as e-learning-based courses, blended learning methods that emphasize 70% practice, and intensive training outside of work hours, the organization has successfully facilitated the transfer of in-depth technical knowledge (such as metadata standards and the Srikandi application). The success of this system is driven by the synergy between the Regional Civil Service Agency (BKD)'s policy of providing free access and digital platforms and the employee's growth mindset, which ensures that competency improvement relies not only on service quotas but also on self-motivation to adapt to digital transformation. The success of this system is driven by the synergy between the BKD's policy of providing

free access and digital platforms and the employee's growth mindset, which ensures that competency improvement relies not only on service quotas but also on self-motivation to adapt to digital transformation (Herwanto et al., 2024).

4. Conclusion

Digital-based job training methods in regional libraries have received relatively little in-depth and strategic study. To date, studies on digital-based job training methods have focused primarily on the general government and formal education sectors, while the public library sector has often been marginalized, despite its crucial role in educating the public and supporting national digital literacy. This research also emphasizes the importance of developing strategies that are not only adaptive to technological changes but also aligned with public service values, the local context of West Java, and the actual needs of library users.

Strengthening the quality of public services is achieved through simulations, role-playing, and professional forums, which serve as validation mechanisms for employees' mental and technical readiness. Emergency situation simulations and assessment centers have proven effective in building staff resilience in the face of real-world work pressures, while professional forums serve as strategic platforms for collectively resolving technical challenges. All of these programs are supported by an integrated coordination system and transparent cross-divisional management, ensuring that budget changes and work targets can be addressed adaptively, ensuring the sustainability of professional archives and library governance in West Java. Ultimately, this novelty offers the development of a digital-based method to achieve excellent service at the West Java Library and Archives Office (Dispupda). This method combines the use of a stand-alone Learning Management System (LMS), virtual service simulations, and fostering a culture of online knowledge sharing. This on-the-job training method not only enhances technical skills (hard skills) but also builds employee flexibility and adaptability in the face of rapid technological change in the regional library sector. The novelty of this research is:

1. The Digital Competency Integration Method is the process of integrating skills, knowledge, and attitudes related to digital technology into learning, work, or daily life activities in a unified and meaningful way, not just the ability to use digital tools.
2. The Workload-Based Local E-Learning Module Method is digital teaching material designed and developed according to the local context (school, region, or institution) by taking into account the workload of students and educators, so that learning is realistic, measurable, and not burdensome.
3. The Train of Trainer (ToT) Method is a training method that aims to prepare participants not only as recipients of material, but also as trainers capable of training others independently and sustainably. Essentially: training prospective trainers so that knowledge and skills can be transmitted, expanded, and their quality maintained.

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