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# Implementation of Hybrid Learning Policy at Horizon Education Karawang

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*policy implementation; hybrid learning; horizon education karawang;*

### ABSTRACT

This study aims to analyze the implementation of Hybrid Learning Policy at Horizon Education Karawang. The Hybrid Learning Policy is implemented based on a Joint Decree (SKB) of Four Ministers, namely the Minister of Education and Culture, Minister of Religion, Minister of Health and Minister of Home Affairs of the Republic of Indonesia in 2021. The SKB stipulates that the implementation of teaching and learning activities in the new normal era is carried out with a limited learning mode that combining offline and online or hybrid learning that follows health protocols. But in reality, it turns out that Horizon Education Karawang, which is a type of middle low campus, is still unable to implement the SKB, as evidenced by the implementation of Hybrid Learning in just 28 courses. Researchers use a qualitative approach. Data collection techniques used are observation, interviews and documentation studies. Informants selected in this study are those who truly understand and can provide information related to Hybrid Learning at Horizon Education Karawang, West Java. From the results of research in the field it turns out that the facility factor is an obstacle to the implementation of Hybrid Learning.



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### INTRODUCTION

Covid 19 has brought significant changes to various aspects of life, including economic, social, cultural and educational. People are forced to carry out various activities such as working, worshiping and studying from home (Dewi et al., 2021). To regulate this, the government has issued a policy through a Joint Decree (SKB) of four Ministers, namely the Minister of Education and Culture, the Minister of Religion, the Minister of Health and the Minister of Home Affairs in Indonesia: Number 03/KB/2021, Number 384 of 2021, Number HK.01.08/MENKES/4242/2021, and Number 440-717 of 2021, regarding the implementation of teaching and learning activities in the new normal era which are carried out with limited offline and online learning modes or hybrid learning that follow health protocols. However, the spirit of the SKB cannot be implemented properly, especially in universities with the economic conditions of students in the lower middle class who still lack integrated technological facilities to support the hybrid learning process. This was experienced by the Horizon Education, which is a tertiary institution which was originally a combination of the Kharisma Health Sciences College and the Kharisma Computer Informatics Management College and the Triguna Economics College which was taken over by PHINMA Education from the Philippines in 2019 changing its name to STIKES Horizon, STIMIK Horizon and STIE Triguna Bogor and in 2023 it will become the Horizon Education Karawang. Hybrid Learning is a mixed method in the learning process that combines conventional and integrated learning with e-learning. Both are also known as Blended Learning. (Dakir & Fauzi, 2022).

Blended Learning is also a dynamic that combines developments and updates into online learning and conventional learning with different interactions. (Batubara et al., 2022) This learning method which uses a format that combines face-to-face methods in class and online methods, allows students to choose to attend lectures face-to-face or watch lectures online. This was done with the aim of alleviating concerns about the spread of Covid-19 (Vitolo & Isaac, n.d.) In Indonesia, In Indonesia itself, the Hybrid Learning method is widely used as an alternative learning method used by various educational institutions, especially colleges. Likewise, Horizon Education Karawang also applies the Hybrid Learning method to ensure a smooth teaching and learning process. Not all students apply this method, but on average they apply the Hybrid Learning method considering flexibility and access to educational resources including lecturers, faculties and course materials. Flexible courses are delivered in a hybrid form to achieve a balance between face-to-face and online learning. (Melati et al., 2021) One of the conditions that an institution needs to fulfill to implement hybrid learning is that they need to have a strong online education management system where courses can be given completely online. (Helsa et al., 2022) At Horizon Education Karawang itself, there are quite a lot of courses that use the Hybrid Learning Method. Learning using computer media and also the internet in online learning is expected to increase students'



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understanding of learning and sources of information and references for students on campus. (Cianda et al., 2019).

When the Covid-19 pandemic struck, generally study programs that carried out theory online, but subjects that had to be practical, still came to the lab face to face. Honestly, this method has advantages and disadvantages not only for lecturers but also for students. As teaching and learning activities are carried out effectively through completely online learning, there are also shortcomings or obstacles in carrying out online learning in the midst of a pandemic. And there are also several difficulties faced by students in adapting to this sudden change and in studying online in the midst of a pandemic, namely limited internet access to internet connections, high internet data costs, limited physical interaction and distractions at home. Apart from that, educational institutions are not fully prepared for incidental changes. (Astarilla Dede Warman, n.d.) There are several elements that support the combination of two learning methods, online and face-to-face. there is a group of elements that are fundamental to having a successful hybrid learning experience that includes four main elements. (Essa, 2023) These elements include, the first is the technical element, which includes all components and types of electronic equipment. This type of electronic equipment can use various platforms such as WhatsApp, Google Classroom, Google Meet and Zoom. (Ganovia et al., n.d.) This technical element is related to the supporting devices used in Hybrid Learning related to collaboration between face-to-face and media such as computers and internet networks. (Riyanda et al., 2022).

This element is one of the fundamental ones. If there is a deficiency in this aspect, it means there is a possibility that it will not be possible to complete the hybrid learning process because it is considered the main element in learning effectiveness. (Rohmana, 2022) The second element is the human element or resources which shows that both students and lecturers can implement Hybrid Learning supported by adequate training on online programs and how to use them. (Made et al., 2022) Apart from that, there are also resources in the form of facilities and infrastructure in Resources (Lailatul Muharromah & Haryanto, 2022) The third element is the organizational element which focuses on planning and problem solving so that all possible problems that may occur during learning with the Hybrid Learning program can be resolved. This third element is closely related to the process of making rational decisions about certain learning objectives by utilizing all existing learning potential and resources. (Qasim et al., n.d.) The fourth element is related to the design of the learning context and content which should be prepared wisely so as to increase cooperation and interaction. This study will adopt a definition of hybrid learning such as using face-to-face or co-present elements and online learning. Especially regarding the distribution of learning materials, they must be allocated well, taking into account the content of the teaching materials, as well as the learning objectives, which ones must be discussed face to face, or can be studied independently. In organizing learning, schools must also prepare an



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organized schedule for face-to-face and independent learning at the beginning, so that students know the schedule clearly. (Meilisa & Megawati, n.d.) In other contexts, the learning process does not only involve the use of technological media, it is not always completed using online learning methods only because the purpose of learning is essentially aimed at forming emotional relationships and maintaining trust and confidence and significantly influencing each other between the two., (Cobanoglu & Yurek, 2018).

### METHOD

This research uses a qualitative approach with the aim of being able to take a complete picture of the phenomena occurring in the field related to the implementation of the hybrid learning policy at Horizon Education Karawang. The duration of this research is 3 (three) months, starting from September 2022-December 2022. Data collection techniques are carried out through interviews with informants who really understand the problem, observations are carried out by observing existing conditions in the field, and documentation studies are carried out by studying regulations. - regulations, documents, websites, related to the topic under study.

#### Determination of informants

The determination of informants in this research was determined purposively, namely obtaining the required information from informants who truly understand the topic and scope of the research, so that they can provide the required information precisely and accurately. The informants in this research were 9 (nine) people consisting of 3 (two) CHAIRMANS, 3 (three) Teaching Staff (Lecturers), and 3 (three) Students. The questions asked are open questions, and are carried out by applying the rules in research.

#### Data Analysis Technique

Data analysis techniques used in this research include data reduction, data display, and drawing conclusions/verification. Data reduction is carried out by sorting data that is truly relevant and really focusing on important things, on searching for themes and finding patterns. So it will provide a clearer picture of the object under study. Data display is carried out by understanding and compiling the data that has been obtained systematically so that an overview of the problem or situation to be studied is obtained. Presentation of data in qualitative research is usually in narrative text so that it makes it easier to understand what happened, and design further work based on what has been understood. Drawing conclusions/verification is the process of drawing conclusions which are new findings that have not previously existed. Findings can be in the form of a description or picture of an object that was previously still vague or dark, so that after examination it becomes clear.



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### Data Validity Tests

Every research requires standards to see the degree of confidence in the truth of the research results. In qualitative research, the standard of trustworthiness is seen from the validity of the data. Qualitative research is declared valid if it has a degree of trustworthiness, transferability, dependability and confirmability. The credibility test is carried out by triangulation which includes persistence of observation and extension of observations in research as well as member checks. The transferability test is carried out by compiling research results in a detailed, clear, systematic and reliable manner so that readers can understand and comprehend the research results. The dependability test is carried out by examining the entire research instrument. Confirmability test means testing research results related to the research process carried out. If the research is in accordance with the research process, then the research has met confirmability standards.

## RESULT AND DISCUSSION

### Hybrid Learning Policy at Horizon Education Karawang

The implementation of Hybrid Learning lectures at Horizon Education Karawang which is carried out always tries to continue to make improvements by prioritizing the quality and quality of lectures, the lecture implementation policy cannot be separated from the existing conditions and situations, one of which is how Horizon Karawang High School continues to try to adapt in carrying out lectures optimally even in conditions that require strict supervision such as during the Covid 19 pandemic, one of which is issuing a hybrid learning lecture policy. The implementation of the Hybrid Learning Policy at Horizon Karawang High School was determined based on the provisions of the Joint Decree (SKB) of four Ministers, namely the Minister of Education and Culture, the Minister of Religion, the Minister of Health and the Minister of Home Affairs of the Republic of Indonesia in 2021. The SKB stipulates that the implementation of teaching and learning activities in the era of The new normal is carried out with a limited learning mode that combines offline and online or hybrid learning that follows health protocols, where in the provisions for implementing hybrid learning lectures, each study program carries out lectures offline and online, in this implementation it is carried out with offline provisions of 30 % and Online as much as 70%, on a basis based on the number of courses offered in each study program, The implementation of 30% of offline courses can be carried out using hybrid learning with 50% of the total number of students. (Aeni et al., 2017).



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### Supporting Elements of Hybrid Learning at Horizon Education Karawang

There are supporting elements that influence the success of policy implementation which can be used as variables in this research, namely: 1) Technical Elements, 2) Resource Elements, 3) Organizational Elements, 4) Learning Context/Content Design Elements. Based on the results of interviews with informants in the field, the following results as below:

#### 1. Technical Element

Horizon Education Karawang also uses Google Meet as a medium for presenting lecture material. The last platform used at Horizon Karawang High School in the form of implementing hybrid learning is using Zoom meetings. Just like Google Meet, the Zoom Meeting platform is also an online conference media that is used to communicate online. Zoom meetings is a video calling application that makes it easier for you to communicate remotely with more people. Zoom is also a video conferencing service based on cloud computing. The application can be used on a variety of mobile devices, desktops, to telephones and room systems. In general, users use this application to conduct meetings and video and audio conferences. (Makhin, 2021) During classes, the Zoom Meeting Platform displays learning videos and then continues with a brief explanation of the material in the video (Sumardiana et al., n.d.). At Horizon Education Karawang itself, the learning process was carried out smoothly even though there were several students who did not take part in the teaching and learning process via zoom meeting due to signal problems and the lack of internet quota.

#### 2. Resources Element

Based on the results of interviews with informants at Horizon Education Karawang, the teaching staff (Lecturers) have no difficulty in using technology and information, especially online platforms related to hybrid learning such as Google Classroom, Google Meet and Zoom, however at Horizon Karawang High School itself there is an informatics department. which contains a policy that lecturers must make learning videos by recording them manually using a camera and then uploading them to YouTube. This aims to ensure that students who do not attend hybrid classes or students who wish to repeat lectures can play learning videos according to the material and sessions presented by the lecturer. This is of course a bit difficult for lecturers because there is only one lab for recording videos and they have to wait for the change of use of the lab with students who are studying using the lab. Lecturers also find it difficult to record themselves because they have to understand camera and voice recorder technology, so they need more socialization. Based on observations, Horizon Education Karawang has only implemented 28 courses of all the total courses at STMIK, STIE and STIKES during the pandemic with the hybrid learning method because the rest were all online due to the lack of facilities, especially in computer laboratories. Apart from the minimal



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facilities, internet quality is sometimes another problem experienced by students from middle-low backgrounds, sometimes they don't have a quota and have to look for Wifi, on the other hand, students who live on the outskirts of Karawang district and remote areas of West Java cannot participate. This learning is done because they don't have a stable internet connection or even don't have an internet connection at all. Based on information from informants, the implementation of hybrid learning at Horizon Education Karawang has not yet carried out any evaluation and analysis of evaluation results including monitoring.

### 3. Organization Element

Horizon Education Karawang does not yet have a Learning Management System that integrates management with study programs. All processes are still done manually so the hybrid learning process is still very dependent on Google Classroom, from lecture attendance, lecture schedules, learning materials, RPS, assignments and quizzes to learning assessment questionnaires. Learning management system (LMS), namely a software application for administration, documentation, tracking and reporting of a series of online learning programs and activities. This learning management system is a form of web-based facility that allows users to access administration and learning content online. With this application, students can access learning materials anytime and anywhere as long as they are connected to the internet. Based on the description above, it can be said that the learning management system application is very urgent to support the successful implementation of hybrid learning. (Bagi et al., n.d.) The school management is still preparing this learning management system in coordination with the Phinma Team in the Philippines with the hope that the learning management system can be integrated with all Phinma Education schools throughout the world. This Learning Management System is a significant thing and must be implemented quickly considering that education today must be able to convey a better meaning for students. And this is an aspect of serving students in improving the quality of education at Horizon Education Karawang. This is inversely proportional to the educational situation which has not been able to become an effective facilitator of learning in dynamic processes in social life, with a supportive background, (Hediansah & Surjono, 2020) This is something that will be needed now and is important considering that global changes are very fast and also the competitors of high schools, universities, institutes and colleges around the Karawang area, especially those that are middle-low based.



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### 5. Design Context Element/ Learning Content

In its application, at Horizon Education Karawang itself, hybrid learning model content was produced for namely; 1) name of the course, 2) topic surrounding the lecture, 3) guide to using the program, 4) core competency of the course, 5) lecture design, 6) material, and 7) estimated lecture time. In the brief description of the program, the subject matter and sub-subjects are adjusted to the curriculum stated in the program plan. To develop learning strategies in the form of chatting/posting, text material, word/power point files (pdf/word), video media and images/photos. This is then followed by a teleconference via Google meet and Zoom meeting. The lecture schedule will be shared by the Student Academic Administration Agency at Horizon Education Karawang to the Whatsapp group per study program, and specifically for courses that require practice, the lecturer asks the students to come directly to campus and dividing students into the laboratory while maintaining social distancing. In Google Classroom, lecturers also give assignments and quizzes to students and the questionnaire column is available in Google Classroom for students to fill in. However, what is most unfortunate is that due to the absence of a learning management system, the assessment system is still carried out manually using Google sheets. This does not guarantee transparency and security of grades administratively by means of the Student Affairs Academic Administration at Horizon Education Karawang creating and formulating a Google Sheet and then the lecturer filling in the grades using the method up to the specified time limit. If the time limit is exceeded, the Google Sheet will be locked. This is really risky and it is feared that there may be fraud involved.

### CONCLUSION

In implementing hybrid learning, Horizon Education Karawang has attempted to do so in accordance with the Joint Decree (SKB) of the four Ministers, namely the Minister of Education and Culture, the Minister of Religion, the Minister of Health and the Minister of Home Affairs of the Republic of Indonesia in 2021. The SKB regulates that the implementation of teaching and learning activities in the new normal era is carried out with a limited learning mode that combines offline and online or hybrid learning that follows health protocols. However, there are still shortcomings, especially in facilities and infrastructure as well as supporting facilities during implementation. However, Horizon Karawang High School has attempted to commit to making improvements from all sides, both from technical aspects, increasing human resource competency, to organizational elements and learning content.



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