



# Educators and Education Personnel Management at An Nur Husada Walisongo Midwifery Academy, North Lampung

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**Abstract.** The purpose of this study is to examine how educators and education personnel management are being implemented at the An Nur Husada Walisongo Midwifery Academy in North Lampung. The investigation took place between January 2020 and December 2020. A case study technique was employed in the descriptive qualitative research methodology. In-depth interviews, observation, and document studies are used as data collection methods. The findings revealed that: 1) An Nur Husada Walisongo Midwifery Academy's educators and staff did not have access to resources that met standards; 2) implementation in planning for teachers' and education staff's needs in accordance with national higher education standards; 3) the standard of implementation in organizing educators' and education staff's duties has not yet been met; 4) Implementation in the development of educators and education personnel has not been carried out adequately; and 5) The implementation of supervision and assessment of the performance of educators and education staff has been carried out correctly on a periodic basis. The results of this study suggest that educator and education personnel management has to be implemented in order to improve the performance of educators and educational staff. The performance of the teachers and other educational staff at Akbid An Nur Husada Walisongo in North Lampung can enhance the quality of education.

**Keywords:** Management of Educators and Education Personnel · Planning · Organizing · Development · Supervision

## 1 Introduction

Diploma Three Education (D-III) Midwifery is a vocational education program that produces graduates equivalent to level 5 in the Indonesian National Qualifications Framework (KKNI) [1]. Profile of graduates of the D-III Midwifery education program is a care provider who acts as a provider of essential midwifery care in pregnancy, childbirth and newborns, infants, postpartum and family planning by involving families and communities in normal conditions, conducting early detection and treatment early emergency, supported by communication skills and decision-making in accordance with Standard

Operating Procedures (SOP) and professional code of ethics at every level of health care facilities [2, 3].

Midwives are prepared to the best of their ability, not only clinical skills as midwives but also the ability to communicate, counseling and the ability to mobilize the community in improving the health status of mothers and children [4]. The government, in this case the ministry of health and other pertinent ministries along with the Indonesian Midwives Association (IBI), continues to work toward midwife education in order to produce midwife graduates who are professional and skilled in providing midwifery services in the community. This is due to the significant role and responsibility of midwives in contributing to reducing the Maternal Mortality Rate (MMR) and Infant Mortality Rate (IMR).

The Midwifery Academy (Akbid) An Nur Husada Walisongo is a private university that is present as a solution for the people of North Lampung and its surroundings who want to take part in midwifery education to become a professional midwife. In the implementation of education, including midwifery education, in order to achieve its goals, reliable human resources are needed and the availability of other resources such as infrastructure and education funding funds. Quality human resources are needed in an institution or organization, because human resources are the driving force for other resources. Human resources in the education program consist of elements of leadership, lecturers as educators, students and education staff.

Educators and education staff are human resources who have an important role in achieving educational goals. The teaching staff at Akbid An Nur Husada Walisongo consist of permanent lecturers who are also clinical supervisors, and non-permanent lecturers [2]. While the educational staff includes administrative staff, laboratory assistants and librarians. Lecturers are staff in charge of planning, implementing, and assessing learning outcomes, providing guidance, and conducting research and community service activities. According to article 29 paragraph (1) of Permendikbud No. 3 of 2020 concerning National Higher Education Standards, lecturers must possess academic credentials, educator competencies, be in good physical and mental health, and be able to provide education in the context of fulfilling graduate learning outcomes. Moreover, according to Article 30 paragraph 1, of the graduates of diploma programs who are deemed to have diplomas in line with the qualifications of their primary tasks and functions, 3 (three) education employees have the lowest academic qualities [5].

Management of educators and education personnel is very necessary to improve the quality of education, for this reason, it is necessary to increase the empowerment and professional development on an ongoing basis so that educational goals can be achieved optimally. Educators and education must include: stages of selection, orientation, and placement. Management of education personnel is more inclined to the management function of educators and education personnel themselves, namely planning, organizing, directing, and controlling labor procurement, development, compensation, integration, maintenance, and termination of employment [6].

## 2 Research Methods

The goal of this qualitative study is to examine how the An Nur Husada Walisongo Midwifery Academy in North Lampung has implemented its management of educators and

educational personnel. A case study technique is employed in the descriptive qualitative research methodology. The study was conducted between January 2020 and December 2020. Both subjective and objective data about the application of the Management of Educators and Education Personnel were used in this study. The Director, Deputy Directors 1, 2, and 3, and the Head of the Division made up the research subjects. The Akbid An Nur Husada Walisongo's staffing, lecturers, educational personnel, students, and other documentation. Employing in-depth interviews, observation, and document studies as data collecting methods.

The qualitative data analysis technique is carried out interactively and continues until it is finished. The data obtained through interviews, observations, and documentation studies covering the stages of recruitment, placement, organization, direction and self-development of educators and education personnel were analyzed using a qualitative approach, with the following steps: 1) data reduction; 2) data presentation; 3) drawing conclusions and verifying data [7]. Meanwhile, to maintain the validity of the data, triangulation was carried out.

Triangulation is a method used in qualitative research to examine and establish the validity of data by examining it from a number of angles. The validity check is completed in order to evaluate the data's level of trustworthiness (credibility), transferability (transferability), dependability (dependability), and comparability (conformability) [8]. Triangulation using sources, which compares and verifies the level of trust of information gathered through various research methods and instruments, is a technique that is frequently utilized. Three methods of triangulation are used: 1) comparing data from interviews with observations and document studies; 2) comparing what people say about the research situation with what is said over time; and 3) comparing an individual's situation and perspective with the viewpoints of people from different backgrounds. In order to get comprehensive data, triangulation is done concurrently with field observations.

### 3 Results and Discussion

#### A. *Availability of Resources for Educators and Education Personnel*

Akbid An Nur Husada Walisongo is led by a director with three representatives, namely Deputy Director 1, 2 and 3. Educators/lecturers in the Midwifery D-III Education program consisting of permanent lecturers, non-permanent lecturers and clinical supervisors (Clinical Preceptors and mentors). Meanwhile, based on the SNPT, lecturers of the third diploma program must have the minimum academic qualifications of a master's or applied master's graduate relevant to the Study Program (PS) and a minimum of five people [5]. The number of permanent lecturers of Akbid An Nur Husada Walisongo is six people with educational qualifications of Master of Health with a midwife background and has a valid Midwife Registration Certificate (STR) (certificate of competence). All lecturers already have a National Lecturer Identification Number (NIDN) but do not yet have an educator certificate and only 1 person has a mentor teacher certificate. There are 3 lecturers who hold the functional position of Expert Assistant (AA), and 3 people who do not have a functional position. This is as stated by the Director during an interview on Thursday, February 25, 2021 as follows:

“The total number of our permanent lecturers is 6 people with a health education background. All of them have NIDN, but only 3 people have the academic position of Expert Assistant, the others are in the process of being managed. We all have the Midwife STR and it is still actively valid, but I have only recently participated in the mentor mentor training, and all lecturers do not yet have serdos/educator certificates.”

Then it was also reinforced by Deputy Director 2 who said that:

“Our weakness is that our lecturers have not all taken care of the functional positions of lecturers so that we have not been able to take lecturer certification, but we all already have an NIDN (National Lecturer Identification Number) including non-permanent lecturers who teach here, preferably those who already have NIDN. Clinical supervisors who are educators in the field of practice have a minimum of more than ten years of clinical experience and the minimum educational qualification is D-IV Educator Midwife or D-IV Midwifery although they do not yet have a mentor mentor certificate, only Ibu Rani has participated in mentor mentor training.”

In addition to permanent lecturers according to PS expertise, Akbid An Nur Husada Walisongo also has one permanent lecturer outside the field of PS expertise with a master’s education background in Islamic religious education. The lecturer teaches courses in Fiqh and Arabic, where both courses are local content which is a characterizing course in accordance with Akbid An Nur Husada Walisongo’s vision. This is as stated by Deputy Director 1 below:

“In accordance with Akbid An Nur’s vision, in our curriculum we add local content courses, namely fiqh and Arabic, which we hope our graduates will be skilled and competent in providing midwifery services based on Islamic teachings, so that all of them are worth worship, because we are still one unit. with a boarding school.”

The total number of permanent lecturers at Akbid An Nur is seven people. For courses outside the expertise of permanent lecturers, they are taught by non-permanent lecturers, for example the Basic Human Biology course in semester 1 is taught by a doctor.

The number of educational staff at Akbid An Nur Husada Walisongo is 17 people, with educational qualifications S2 totaling 1 person, S1 totaling 4 people, D4 totaling 6 people, D3 totaling 5 people, and D2 totaling 1 person. Based on the work unit, it can be categorized as follows: Library 2 people, Midwifery Laboratory 1 person, Technician 1 person, Operator 1 person, Administrative staff 12 people, while other supporting staff: 1 person hostel supervisor, 1 person Office Boy, 1 driver, Security guard 1 person. This is reinforced by the statement of the Head of Division. Staffing as follows:

“There are 17 educational staff here, 4 of whom are under the coordination of Deputy Director 1, namely the Head of the Library and staff, and the Head of

the Midwifery Laboratory and the laboratory staff. While the others are under the coordination of Mrs. Wadir 2, namely the head of BAAK, the Head of the Division. BAU, Head of Division. Finance, Head of Infrastructure and Head of Division. Staffing.”

Reinforcing the above statement, Mrs. Rani Fitriani as the director stated that:

“In general, the number of staff at Akbid An Nur Husada Walisongo is sufficient. There are 2 managers of the Akbid An Nur Husada Walisongo library, 2 laboratory staff, while the other 13 people are other administrative staff.

#### B. *Planning for Educators and Education Personnel Needs*

The results showed that the planning for the recruitment of lecturers and education staff at Akbid An Nur Husada Walisongo North Lampung was carried out by the Director. The recruitment of lecturers and education staff is carried out according to the needs, referring to the requirements and mechanisms that have been set by Akbid An Nur Husada Walisongo, North Lampung. Planning for the recruitment of lecturers and education personnel takes into account the following: 1) the ratio of lecturers/educational staff to students; 2) academic qualifications; 3) need of lecturers/educational staff if someone enters retirement or resigns. The requirements for permanent lecturers for the D-III Midwifery Education Program are: 1) a graduate of a master's degree in health or a master's degree in midwifery; 2) have clinical experience > 2 years; 3) physically healthy as evidenced by a Certificate of Health and Drug Free; 4) are Muslim; and 5) maximum 35 years of age at the time of application. Meanwhile, the educational staff requirements are adjusted to the needs of the work unit and job description. Recruitment is an effort to find, procure, find, and attract applicants to be employed in an organization [9]. Recruitment starts from the announcement of recruitment, registration, selection, and announcement of the acceptance of employees until they are accepted as employees [6]. The recruitment process for educators and employees. Education staff conducted by the Director of Akbid An Nur Husada Walisongo through a selection process and without selection. After getting a candidate who has passed the selection, the Director will ask for the Foundation's approval to appoint him as a permanent employee. While the process without selection is that the Foundation already has prospective employees who are considered competent to hold duties as educators or as other educational staff to fill vacancies in Akbid positions without selection.

#### C. *Implementation of Organizing Educators and Education Personnel*

Organizing educators and education staff includes appointment, placement, division of work time and compensation for lecturers and education staff in certain positions according to their academic qualifications and competencies [10]. The results of research on the implementation of organizing lecturers and education staff at Akbid An Nur Husada Walisongo does not meet national higher education standards, namely there are still lecturers who do not have the competence as clinical supervisors. Meanwhile, based on the Indonesian Midwifery Education Standards, lecturers also serve as clinical supervisors (Clinical Preceptors and Mentors) both in laboratories and in practice fields, so midwifery lecturers must have preceptor mentor competencies [2, 11]. This is in accordance with research conducted by F.

Firoozehchian, Z. T. Ezbarmi and Ideh Dadgaran that according to our research, it is crucial to choose qualified, seasoned instructors who are enthusiastic about clinical teaching. Effective clinical education in nursing and midwifery also requires thoughtful instructional design and consideration of the individual characteristics of learners.

Our findings imply that it is crucial to choose qualified, seasoned instructors who are enthusiastic about clinical teaching. To deliver successful clinical education in nursing and midwifery, thoughtful educational design and attention to the personal qualities of learners are equally crucial [12].

In education staff, the position of head of library is occupied by education staff with academic qualifications not master of library. According to the Library Standards in Higher Education and the National Higher Education Standards, the qualifications of the head of the library are master's degree in library and has a certificate of competence as a librarian [5, 13]. Apart from educators/lecturers, education staff also have an important role in supporting educational programs in order to achieve goals effectively and efficiently.

It is necessary to arrange the working time of lecturers devoted to professional activities. The division of lecturers' working time must be done proportionally and fairly. There should not be an accumulation of teaching burden on one of the lecturers, even though the others do not. As a result, the person concerned cannot carry out his obligations in research and community service. As a result, lecturers cannot fulfill the full compulsory teaching equivalence (EWMP). The implication is that the promotion process cannot run normally. Including time to socialize and build a wide network in the community [9].

In addition, the compensation received and the level of welfare of lecturers and education staff become tools (instruments) in improving performance. The lecturer certification program is implemented to encourage lecturers to work more focused, and professionally [9]. All permanent lecturers at Akbid An Nur Husada Walisongo do not yet have lecturer certification.

According to Neti, a well-executed organization will improve the performance of lecturers and education staff. Good performance can then have a good impact on improving the quality of education [14]. So that the activities of organizing lecturers and education staff are very important in improving the quality of education.

#### D. *Development of Educators and Education Personnel*

The implementation of the D-III Midwifery Education program requires competent, professional and reliable educators in midwifery clinical practice, so that they can transfer their knowledge and skills to students according to the competencies to be achieved. Therefore, the qualifications of lecturers and clinical supervisors are factors that determine the success of the D-III Midwifery Education program. Efforts to develop the ability of lecturers and education staff by Akbid An Nur are by involving lecturers and education staff to take part in education and training activities, seminars, workshops and membership in professional organizations.

#### E. *Supervision and Performance Appraisal*

The results of research at Akbid An Nur Husada Walisongo show that the supervision and assessment by the Director as an internal supervisor is carried out periodically in one semester. The success of the monitoring process is determined by a detailed

assessment that can provide feedback in the form of a clear picture of the level of success in achieving the goals and objectives that have been set [15]. It is also said that performance appraisal or performance evaluation is an assessment that is carried out systematically to find out the results of employee work and organizational performance.

## 4 Conclusion

Most of the management of educators and education personnel at Akbid An Nur Husada Walisongo has been well implemented. The activities of the Management of Educators and Education Personnel under study include the following activities: (a) Planning for the needs of educators and education personnel, (b) Organizing educators and education personnel (c) Development of educators and education personnel, (d) Supervision and assessment the performance of educators and education staff at Akbid An Nur Husada Walisongo. Good management of educators and education personnel can improve CAR performance and ultimately improve school quality.

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