

# THE IMPLEMENTATION OF CANTEEN MANAGEMENT POLICY IN SRIWIJAYA UNIVERSITY: A QUALITATIVE STUDY

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**THE IMPLEMENTATION OF CANTEEN MANAGEMENT POLICY IN SRIWIJAYA UNIVERSITY: A QUALITATIVE STUDY**

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ABSTRACT

A canteen in the campus environment is one of the infrastructures that educational units must own that will support educational activities if it is managed well by paying attention to the nutritional content of food and implementing proper hygiene and sanitation. This research aims to find an overview of the canteen management policy at Sriwijaya University. This research used a qualitative design with 23 research informants, consisting of 2 Vice Chancellors, 1 Dean, 2 Deputy Deans, 6 canteen owners, 6 employees, and 6 students at Sriwijaya University. Data collection was carried out using in-depth interviews and observation. The data was analyzed using the Content Analysis method and presented in a narrative for interpretation. Monitoring of each faculty's canteen for the management of a healthy canteen has mainly been carried out by handlers or sellers. However, facilities and infrastructure, such as access to electricity, clean water, canteen area, and canteen location, still need to be improved. Regarding food quality, practices, and sanitation, the food sold in each canteen already has good nutritional content. The implementation of healthy canteen management policies has been regulated in policies per faculty, although it is not evenly distributed. It is stated that the central policy for managing healthy canteens is still being designed. The implementation of canteen management policies at Sriwijaya University is that facilities and infrastructure still need to be improved, the food handlers and canteen managers are expected to continue to pay attention to food hygiene and sanitation of canteen buildings by the Indonesian Minister of Health Regulation Number 1096 of 2011.

**Keywords:** implementation, healthy canteen, management

### Introduction

The food system is a complex system whose implementation involves many actors; one is food service providers in schools, hospitals, companies, and universities.<sup>1</sup> Numerous studies have highlighted the importance of designing nutritious menus and creating an atmosphere that helps customers make sustainable food choices. In this regard, universities and other educational institutions must raise public awareness of sustainable principles and help individuals make more informed decisions. There are several ways to carry out this outreach process, such as involving the community, creating a supportive environment, and educating the community. "Bottom-up" and "top-down" strategies are two possible approaches.<sup>2</sup> The research results exploring sustainable programs and practices in the catering sector as a food provider contribute to Sustainable Development Goals (SDGs) point 12, namely responsible production and consumption.<sup>3</sup>

A canteen in the campus environment is one of the infrastructures that must be owned by educational units, as stated in Government Regulations No. 19 of 2005. A canteen in the campus environment will support educational activities if it is managed well by paying attention to the nutritional content of food and implementing hygiene and sanitation, whose benefits will be felt by the academic community on campus. One of the targets of the academic community that is quite important to pay attention to is students; apart from a large number of students, it is also how to create students who are wise and responsible in buying and preparing food to avoid unhealthy eating practices and avoid the risk of chronic disease.<sup>4,5</sup> Unhealthy eating practices will have implications for malnutrition, which is the leading cause of death and is still a problem in various parts of the world where there are 700 million people experiencing malnutrition<sup>6</sup> and more than 2 billion people in the world are overweight or obesity.<sup>7</sup> Based on data from the 2015 Global Nutrition Report, Indonesia is in 17th place out of 117 countries that have multiple nutritional problems where the problems of stunting and wasting are still not resolved. However, the problem of being overweight has started to emerge, and there is a tendency to increase every year.<sup>8,9</sup> Unhealthy eating practices will also decrease academic performance and reduce the campus's reputation.<sup>10</sup>

Multi-strategic interventions are needed to drive real change toward more sustainable behavior.<sup>(3)</sup> Nutrition education for users such as students, teaching staff two, and employees, as well as food organizers such as food handlers and canteen managers, must be carried out to build a supportive environment that is beneficial for the target and raises awareness about good and healthy eating behavior. One of the campuses that have implemented a healthy campus is the University of California Los Angeles (UCLA); this program ensures food security for the entire UCLA community by providing fresh and nutritious food and increasing literacy regarding healthy eating behavior. Apart from that, there is a healthy canteen space program, vending machines, increasing local food procurement, and regular academic community meetings to discuss ideas and

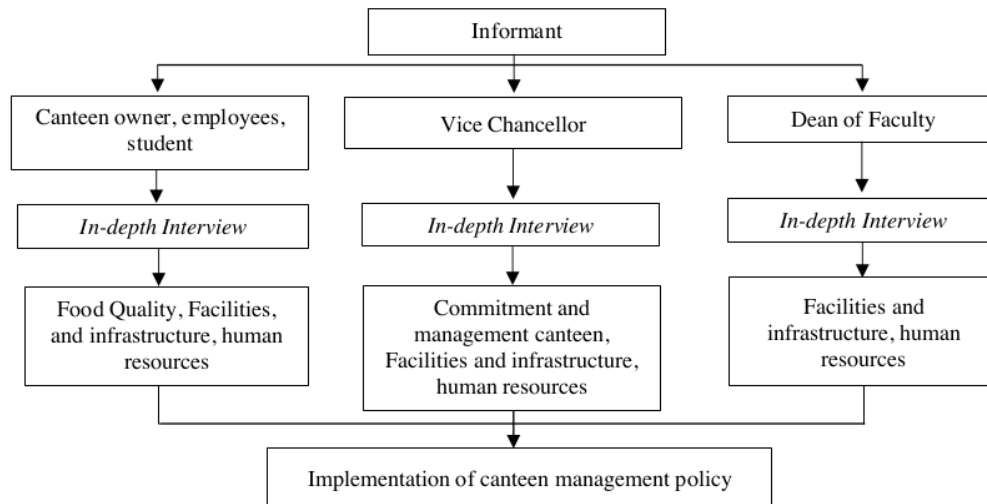
strategies for achieving a healthy campus.<sup>11</sup> Meanwhile, within Sriwijaya University itself, few canteens have hygiene and sanitation standards. According to Franchini, campus canteens as sustainable food providers must implement: 1) Sustainable Menu, increasing the knowledge and skills of food handlers in preparing healthy, safe and nutritious food, building communication with staff and consumers; 2) Food Waste, minimizing food waste by implementing portion standards food; 3) Materials and Facilities, using energy efficient and environmentally friendly tools and materials and vehicles; 4) Commodities, selecting seasonal and sustainable food; and 5) Awareness-raising, implementing health promotion or nutrition education regarding health and sustainable food.<sup>12</sup> Therefore this research aims to find an overview of the canteen management policy at Sriwijaya University.

### Methods

The research design used was a preliminary study with a qualitative design.<sup>13</sup> The data collection methods were interviews, observation, and documentation. In-depth interviews and observations were conducted with all eligible participants to certify the data triangulation. This research was conducted at Sriwijaya University from May to September 2023.

The selection of informants was carried out using purposive sampling; namely, informants were selected based on needs (information needed in the research). Informants in this study are 3 informants comprised 11 people, namely 2 Vice Chancellors, 1 Dean, 2 Deputy Deans, and 6 canteen owners. At the same time, there were 12 supporting informants, namely 6 employees and 6 Sriwijaya University students.

The process of selecting the Vice Chancellor, Dean, and Deputy Deans in this study was the one who was involved in program policy, implementation, and funding allocation of the Canteen policy at Sriwijaya University. Five policyholders from each of the included faculties' canteens agreed to participate in this research. The selection criteria for the employees and student participants were individuals who regularly were customers and were familiar with Sriwijaya University's canteen environment at least five days a week. In contrast, the criteria for the canteen owners were individuals who have been working or owned the canteen for at least two years. All the participants, who represent each of the six canteens, must be an academic community of Sriwijaya University without regard to age or gender as long as they were willing to participate without being forced.



**Figure 1: Flow of Informant Selection**

As noted earlier, the data collection included in-depth interviews with 23 Sriwijaya University's academic community members. Participants' observations were also carried out during the interview process. First, the researcher gave the participants an explanation of the research purpose, technique, expectations, and benefits. They also gave a quick overview of the current state of healthy canteen policies. Discussions were held regarding participant rights, confidentiality, and anonymity. The participants must read and sign the permission form upon consenting to participate. Before the interview started, the informant signed an informed consent form indicating they would participate and contribute information to the study. Qualitative data was collected using in-depth interview techniques guided by interview guidelines and recorded using a voice recorder.

The variables raised in this study are school commitment and management, human resources, infrastructure, and food quality. Data analysis was conducted after checking the coding. Coding means identifying topics, issues, similarities, and differences expressed by informants, which researchers interpret. Theming is a process of understanding several codes to obtain more meaningful qualitative data findings.<sup>14,15</sup> Reading and rereading the transcripts to become familiar with the reoccurring themes was part of the data analysis process. The transcripts were manually coded, and some notes were made during the theming discussions. The final result expected in data analysis is to obtain a decision model to test trustworthiness by carrying out theoretical triangulation, namely comparing research results with existing theory. This research was approved on the 16<sup>th</sup> of May 2023 by The Research Ethics Commission, Faculty of Public Health, Sriwijaya University, within Number 211/UN9.FKM/TU.KKE/2023.

## Results

The results of in-depth interviews from several policy-making informants regarding monitoring each faculty's canteens for managing healthy canteens in the faculty area have been supervised, and guidance has been provided to handlers or sellers. Likewise, the cafeteria handler stated that the faculty-supervised the rules. The following are the results of in-depth interviews with informants:

*"So the monitoring is for cleanliness, especially daily, and every time the contract is extended, we look at whether it is appropriate or if we want to extend it, whether we have implemented the previous rules, which we review..."* (Informant 4)

*"Hmm, if supervision had been carried out from upper management..."* (Informant 9)

Apart from that, an evaluation has been carried out for the canteen operation based on the results of interviews with policymakers at Sriwijaya University. However, the results of the evaluation of the condition of the canteen are still not good enough and still need to be improved.

*"So, in my opinion, in the current situation, I think the standard still needs to be improved, perhaps to achieve a canteen that provides, what is it called, healthy food like that."* (Informant 1)

The interviews with handlers revealed that the canteen they manage is quite good, but there are still canteens that need to be more comfortable because they are too small and quite far apart because they are located at the back. Then, from the results of observations, it is known that in some canteens, it looks well managed and physically sound. However, it was also found that the canteen conditions were still dusty, such as on the tables and chairs because they were too close to the road, scattered garbage, and the prices given for food were too high for students to afford. Therefore, the canteen handlers in the Sriwijaya University environment want improvements to the organization of the canteen, namely adding tables and chairs, making toilets near the canteen, repairing the air conditioning, and expanding the stall section of each canteen.

The Human Resources (HR) involved in modeling healthy canteens at the Sriwijaya University are the deputy deans in each faculty, and there are also those from the rectorate, such as Vice Chancellor III who have the task of coordinating students and also coordinating healthy canteens. The following are the results of interviews with informants:

*"Because the canteen management is not centralized, it has been centralized to each faculty. It is Vice Chancellor who has the task of coordinating regarding students; he is also the one who coordinates regarding the healthy canteen, there is that section. That is also his job because it is student affairs, right..."* (Informant 1)

*"So far, the faculty has been involved in food management..."* (Informant 3)

The facilities and infrastructure that must be present in modeling a healthy canteen are a place for washing hands, a spacious building, adequate water, and a place to dispose of rubbish. However, these facilities and infrastructure are based on interviews from the assessment of the canteen handlers or guards and interviews from Sriwijaya University employees who experienced various complaints, such as the canteen building not being spacious enough and insufficient water. This is following the results of interviews with informants:

*"The building may not be spacious enough..."* (Informant 5)

*"If the water is not running smoothly. Sometimes you live, sometimes you do not, it does not matter, we still have shelter like a drum, so from there..."* (Informant 10)

The infrastructure, which includes cutlery, cooking utensils, and food serving utensils, is already provided with appropriate utensils. The cleanliness of the area and food management from the various canteens in the Sriwijaya University environment are also reasonably good. Only a few faculty members reside outside the building, on the side of the road, where there is much dust.

Regarding food safety, canteen managers have to check packaging and expiration dates before selling snacks or food and use display cases or closed containers to avoid food contamination due to flies or dust. The results of interviews with canteen managers stated that the water used to handle food or drinks is clean and drinking water. However, there are also obstacles and problems in managing the canteen, namely that the handlers still use paper or paper that is not intended for food. So if the paper used contains ink (used paper in the form of newspapers, magazines, or paper that has been printed), mainly if it is used to wrap oily food products such as fried food, then the hot oil can dissolve the lead so that the lead will move or be included in the food products, and consumed by consumers. Then, the seller just covers the snacks with plastic, which is easy to open; sometimes, buyers forget to close it again after buying, making the snacks easy for insects or dust to attack.

*"I have been sick in the past, but not in this canteen; it gave me a stomach ache, but I have forgotten which canteen; it has been a long time..."* (Informant 12)

According to the findings of in-depth interviews conducted with the canteen's handlers, the food's nutritional value is also reasonably good. Nonetheless, there are still snack stands that offer foodstuffs that use seasonings like cheese flavoring powder, spicy flavorings, and salty flavorings, whose nutritional value or quality is unknown, as well as snacks that have yet to be registered with the Food and Drug Regulatory Agency( BPOM).

*"Hmm... if we thought that our food is already nutritious enough, yes, there are side dishes, vegetables, fruit, and drinks. I think there are no obstacles."* (Informant 8)

*"According to last year's survey, it was good; we had taken part in a canteen survey before, and the results said that our canteen was quite healthy..."* (Informant 10)

*"Hmm, I think the nutrition of the food we provide is quite good. We provide side dishes, there are vegetables, we have two kinds of vegetables... yes, there are many kinds, it does not have to be the same every day, we change the vegetables every day..." (Informant 9)*

The implementation of policies in managing Sriwijaya University healthy canteens—from technical issues to goods to be sold—has been regulated in each faculty's healthy canteen regulations as a result of in-depth interviews, and the outcomes have not been favorable. According to the findings of the in-depth interviews, the design of the healthy canteen management policy is still ongoing. This covers the building's construction codes, the products that can be sold, the cleanliness of the canteen's surroundings, the seller's or handler's health, and the financing the handler or seller will provide. The outcomes of in-depth interviews with informants are as follows:

*"Oh, there are many things, starting from technical matters, the arrangement of the goods that the seller will present, then the rules and regulations in the stall... eee... You are not allowed to change the structure of the building and so on, and you are also not allowed to change financing, including electricity and other things. , so the contract is complete. The hygiene agreement for the handler must be a health test, and then we get to the hepatitis test for the handler..." (Informant 4)*

*"So a new contract will be made in this new policy. It has already been stated in the new policy that the canteen must be clean; it must be healthy. In the past, it was not controlled because there was no official policy... but now there is a contract so that it is more controlled, the policy is just starting to work..." (Informant 2)*

### Discussion

Monitoring is assessing whether the actions taken align with the plan, spotting issues early on and taking prompt action to fix them, assessing the work and management styles employed to meet objectives, and figuring out how activities and planning relate to one another. If a monitoring system is well-designed and executed, it will yield positive results.<sup>16</sup> Monitoring helps to alert when something is wrong and helps to keep work on track. Monitoring aims to improve the effectiveness and efficiency of activities and is based on predetermined objectives and activity plans.<sup>17</sup> Monitoring allows us to determine whether our resources are adequate and well-used and provides a valuable basis for subsequent evaluation.<sup>18</sup>

The research findings show that canteen performance could be better. However, some canteens are managed quite well. Nevertheless, some canteens are found uncomfortable, with dusty tables and chairs and scattered garbage, and the price is too expensive to be reached by students.

The strategy used in development based on the Guidebook for the Empowerment of Healthy School Canteens, healthy canteens at Junior High School (SMPN) 1 Porong and SMPN 2 Porong is the lecture, discussion, and guidance (Training of Trainers or TOT) method accompanied by



health experts and local health center officers, this activity is carried out as many times as possible. Once at each school. The next stage carried out is assistance with canteen operational management, including assistance activities in preparing standard canteen operational management documents, including Standard Operating Procedure (SOPs) for healthy canteen management, SOPs and canteen hygiene and sanitation, SOPs for service and etiquette for consumers and canteen producers in schools and simulations on how to serve healthy snacks, hygienic, and nutritious.<sup>19</sup>

Raising the standard of college canteen operations is crucial for the success of the learning process. The dedication of university administrators, academic community members, and canteen operators are all possible partners in this endeavor. Patrons significantly aid in the growth of restaurants. Consumers who can easily access college canteens contribute to the growth of this business. Customers of the college canteen include staff, instructors, students, and members of the public.<sup>20</sup>

The research results show that the Human Resources (HR) involved in modeling healthy canteens within the Sriwijaya University are the entire academic community of Sriwijaya University in all six canteens. As is the case on the Brawijaya University campus, improving the performance of college canteens is essential to continue to strive for.<sup>20</sup> As an entrepreneur or person in charge, food services must monitor whether the chosen method meets health requirements. Frequently, even though a suitable alternative has been chosen in terms of construction techniques, irregularities occur in the operation process, which can still endanger health. In other words, maintenance issues are critical in managing the implementation of food service activities.<sup>21</sup>

Infrastructure and facilities are critical in the academic quality assurance system as tools for planning, coordinating, and overseeing operations. The facilities and infrastructure in the canteen at every organization or educational facility, like schools and campuses, is one of these essential requirements.<sup>22</sup> A canteen is a place or space everyone uses to eat, drink, and meet everyone's needs.<sup>23</sup> So that everyone uses the canteen to interact with sellers and buyers.<sup>24</sup> This makes it possible for every organization and educational facility to create regulations that result in a decent and healthy canteen. Similarly, health regulations need to be followed in every canteen, specifically regulations wearing masks while in the canteen area, washing your hands before and after eating and keeping a safe distance by setting up tables and chairs for each customer.

The construction of canteen building infrastructure is crucial in supporting economic growth rates within the campus environment. The construction of canteen building infrastructure in the form of upgrading or renovating the canteen building is to the growing need for additional economic services for students and other visitors. Therefore, the construction of the canteen building must be reviewed from several sides, namely, safety in the construction implementation as well as security and comfort in using the building.<sup>25</sup>

The research results show that the existing facilities and infrastructure in modeling a healthy canteen are a hand washing place, a canteen building, water, and a rubbish dump. However, these facilities and infrastructure have experienced various complaints, such as the canteen building needing more space and water. Then, regarding the cleanliness of the place and food management from the various canteens in the Sriwijaya University environment, it is good, and the infrastructure, such as cutlery, cooking utensils, and food serving, already has its place. Meanwhile, the rules for managing healthy canteens within Sriwijaya University already exist, from technical matters to the goods to be sold, which are regulated in the healthy canteen regulations in each faculty.

Research results are in line with results research conducted at Parepare City Middle School<sup>26</sup>; it is known that the facilities and infrastructure in the canteen include a permanent canteen building, the availability of clean water, the availability of rubbish bins, the presence of flowing waste water, and efforts to protect food from insects or the presence of display cases or food covers. Likewise, with the results of the research conducted<sup>21</sup> at Muhammadiyah 22 Elementary School in Surakarta, it is known that in every canteen, there must be a place to wash cutlery, a place to wash hands, a food display case or place to store food, and an adequate canteen building.

Food strongly correlates with human health and nutritional status, so what employees or consumers eat may be a proxy for their general health. Food is frequently a source of contamination and a means of spreading illness to people. Unsanitary conditions in the canteen are one of the factors that lead to bacterial contamination of food.<sup>27</sup> One of the causes of fundamental food sanitation problems is the management of eating places. Diseases that often occur and are related to providing unhygienic food are diarrhea, gastroenteritis, and food poisoning. One of the causes of disease caused by food is toxins produced by microorganisms in food.<sup>28</sup>

Food processing in the canteen cannot be separated from the role of food processing staff or food handlers and the kitchen as a place for food processing. Proper food processing will prevent food contamination or transmission of disease through food.<sup>29</sup> The air circulation is quite good because some rooms are outdoors, so there is enough air to enter and leave the canteen area. The room will feel comfortable if the room contains sufficient oxygen. Suggestions addressed to food handlers and canteen managers are to pay attention to the sanitation of the canteen building by maintaining cleanliness and meeting the requirements of the Republic of Indonesia Minister of Health Regulation Number 1096 of 2011.<sup>30</sup>

Food is closely related to nutritional status and human health, so what people or workers consume can indirectly indicate consumer health. Not infrequently, food is a source of contamination and disease transmission to humans. Maintain food health by applying sanitation principles. Balanced nutrition guidelines also regulate personal hygiene. As is the case at elementary schools in Depok, for dry snacks, schools do not allow the canteen to sell snacks

containing flavorings that use artificial coloring. The canteen sells dry snacks in the form of various biscuits that have been registered by Food and Drug Regulatory Agency (BPOM).<sup>31</sup>

Since policies serve as the fundamental guidelines for an organization's operations and ensure that it operates effectively, they are essential to every organizational life. No organization exists without policies.<sup>32</sup> Organizations or companies are required to be able to solve these problems. Therefore, an organization must not only be able to issue policies that are by the organization's goals and which can also be accepted by all parties related to the organization, but the organization must also be able to convey these policies through good communication so that what the organization wants through this policy can be conveyed to those concerned by what the organization aiming for.<sup>32</sup>

The results of the research in implementing the healthy canteen management policy within Sriwijaya University, namely from technical matters to the goods to be sold, have been regulated in healthy canteen regulations in each faculty, and the results could have gone better. This healthy canteen management policy is still being designed. The canteen on a campus is a form of public facility, which exists apart from being a place to sell food and drinks. Canteen cleanliness is closely related to the sanitation system implemented. Referring to the Republic of Indonesia Minister of Health Regulation PERMENKES No.1096/MENKES/PER/2011, there are at least four technical standards that must be met to meet the requirements for healthy canteen sanitation, including technical standards for buildings, sanitation facilities, equipment, and personnel.<sup>27</sup> Likewise, the canteen at Depok Elementary School has implemented regulations well because the canteen and school have programs that support maintaining the quality of snacks so that the snacks consumed by students are kept clean and have nutritional content.<sup>31</sup>

### Conclusion

Based on the findings and discussion of healthy canteen modeling on the Sriwijaya University campus, it can be concluded that the supervision and guidance of the handlers or sellers mainly carry out the management of healthy canteens in each faculty. Human resources in fostering healthy canteens include representatives from the dean of each faculty and several members of the rectorate, such as Vice Chancellor III. There still needs to be more facilities and infrastructure to manage healthy canteens, such as access to electricity and clean water, canteen area, and canteen location. Meanwhile, each canteen sells good and nutrient-dense food that is kept clean and fresh, with sellers checking expiration dates on packaging, putting food in closed containers, using clean water, and cooking their food. In addition, there are still gaps in how policies governing healthy canteens are implemented. However, attention is still needed in organizing healthy canteens and snacks on the Sriwijaya University campus to ensure that healthy canteens and snacks can be appropriately implemented, so all parties involved in canteen management must be committed to

the project and conduct regular evaluations and monitoring of the implementation of healthy canteens and snacks on campus.

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### Conflict of Interest

The authors declare that they have no conflict of interest.

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