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# Healthy School Culture Management Strategy at SMA Negeri 2 Mataram, Indonesia

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**Abstract.** This research aims to explain what a healthy school culture means and to identify the management strategies implemented by SMA Negeri 2 Mataram to maintain a healthy school culture. The researchers conducted in-depth interviews, made observations, and reviewed documentation for this qualitative case study. The research results show that the healthy school culture at SMA Negeri 2 Mataram is a good habit carried out by the school community in creating and maintaining a clean and healthy school environment; this is realized by the existence of a school management strategy for implementing a healthy school culture, namely: 1) forming a healthy school competition team, which plans, implements, and evaluates; 2) collaborating with related parties; 3) involving all school members. In implementing this healthy school culture, the school encountered several challenges: different student characters, students who come and go each year, and leadership/school principals changes. The impact of implementing this healthy school culture is that the school is always kept clean, the school community has a high awareness of themselves and the environment, the school community always reminds each other to maintain cleanliness and health, and the school community is involved in school cleanliness activities.

**Keywords:** Healthy school culture, Management strategies, Challenges, Impacts

## INTRODUCTION

Schools as educational institutions have a significant role in shaping/producing the future of the nation's young generation. This critical role then requires schools to prepare and provide the best in everything related to the education of the nation's generation. So far, academic education has been the main priority realized by schools to create a bright future for their students. Academic education, which is realized through a culture of learning, is very closely related to schools as educational institutions.

Authors [1] said education aims to develop cognitive, affective, psychomotor/intellectual, emotional, and spiritual potential. Education provides opportunities for humans to develop all dimensions of essential potential or a complete person, which includes body, mind, heart, and soul; phys-

ical, mental, emotional, and spiritual intelligence; discipline, vision, passion, and conscience. Thus, education is a process for achieving students' personal qualities that continue personally and socially.

These educational goals are the main things that schools must realize as academic institutions. The school provides a variety of facilities and programs that become the school's culture. A good school culture will help achieve educational goals and realize quality academic education through a good learning culture for students. A learning culture that has good management will enable students to achieve their educational goals optimally.

However, on the other hand, by implementing a learning culture, schools as educational institutions must also pay serious attention to the health aspects of students, educators, and staff at

the school itself. This health aspect is realized by creating a healthy school environment, giving birth to a healthy school culture. In this way, the school will balance the learning culture with promoting a healthy culture to produce an excellent generation for the nation. A healthy school culture will create an environment that supports optimal physical, emotional, and academic growth.

As authors [2] noted, high-quality educators continuously improve learning performance and productivity through their pedagogical, social, personality, and professional competencies. They achieve this more optimally within a supportive, healthy school culture. Educators with high-quality competence and low health will not be able to achieve educational goals optimally. Sound quality can be realized with excellent health possessed by educators and all elements in the school. Thus, this healthy school culture provides maximum support for achieving educational goals at school.

Authors [3] state that schools as a forum for pursuing education must also have good management to provide service and comfort for students participating in school activities and make the school superior to other schools. Schools must understand the wants and needs of parents and students to provide the best service. To create comfort for students at school, schools must provide adequate facilities and infrastructure and pay attention to cleanliness in the school environment.

In August 2022, the Ministry of Education, Culture, Research, and Technology (Kemdikbudristek) launched the School Health Business Revitalization (UKS) program through Healthy Schools. This program aims to create a generation of Indonesian people who are healthy, strong, and intelligent with character. All elements are expected to be able to implement this UKS revitalization program, starting from the government, schools, and all stakeholders working together.

Based on the guidelines provided by [4], this UKS revitalization includes the UKS Trias, namely:

- 1) Health Education through activities to increase knowledge in extracurricular, co-curricular, and extracurricular habituation;
- 2) Health Services: through disease prevention such as by immunization and taking blood-boosting medication;

3) Fostering a Healthy School Environment: completing PHBS infrastructure, including clean water, toilets, hand washing facilities, trash cans, drainage channels, and parks.

According to the motto Healthy My School, Healthy Indonesia, an effective UKS revitalization program is hoped to produce a healthy and high-quality generation that will become an investment for the nation.

Currently, the cleanliness of the school environment is one of the essential things that needs attention. Cleanliness supports the implementation of a good learning culture at school. However, in its implementation in the field, it was found that there were still many schools whose hygiene conditions were still very worrying. The school canteen is full of rubbish left over from students' shopping. Likewise, in the yard, a lot of rubbish is strewn about, including fallen leaves. Many found their conditions very worrying, especially regarding the cleanliness of school bathrooms. The school looks so magnificent from the front but filthy after looking into the toilet.

The quality of the food provided by the canteen must meet the criteria for healthy food (not containing excess chemicals, not containing preservatives, and not containing chemical colouring substances) to be healthy quality food with balanced nutrition. However, the field findings revealed that the available food quality still needed to be higher than the criteria for healthy food. Apart from that, schools must focus on their sanitation facilities to adequately maintain the health of the school environment. Schools must provide sufficient clean water and create excellent and safe drainage channels. Classrooms should also have good air ventilation so air circulation can flow well. Moreover, the emergence of COVID-19 around five years ago shows that clean air quality dramatically impacts health.

The health of students, educators, and school staff is crucial in supporting the implementation of all school activities. If the school is not clean, the school community's health can be disturbed, ultimately impacting the activities at the school; this shows that schools should implement a healthy school culture. If implemented well, revitalizing UKS through the Healthy Schools campaign launched by the Ministry of Education and Culture is the right solution to address this condition. The school instils awareness among all members to work together to maintain cleanliness, starting with personal hygiene and extend-

ing to classrooms, rooms, bathrooms, and the entire school environment. In this way, the school realizes a healthy school culture.

This condition requires schools to implement sound management in implementing and developing a healthy school culture. A school with a healthy environment will make the school superior compared to other schools. The right healthy school culture management strategy will create a healthy school that comforts students, educators, and employees. In this way, the learning culture at the school will also be able to run well and more optimally.

One of the studies showing that this healthy school culture positively impacts schools is research conducted by authors [3] titled Management of Healthy School Culture at SMK Negeri 26 Jakarta. This research shows that managing a healthy school culture at SMK Negeri 26 Jakarta begins with forming a healthy school culture development team directly selected by the Principal. This team then plans and implements a healthy school culture under the Principal's supervision, coordination, and evaluation. In this way, this healthy school culture can run well and positively impact the entire school community, SMK Negeri 26 Jakarta.

The realization of growing self-awareness among school members to implement a healthy culture at school takes work. Schools must be able to embrace and prepare strategies to create a healthy school culture. The attention of all elements of the school to work together to maintain and implement a healthy school culture is very much needed. Several schools have implemented this healthy school culture well. However, there are still schools that need to be able to implement this optimally, especially at the high school and equivalent education unit level. Various conditions and school management strategies cause the realization of a healthy school culture to be implemented well or vice versa. Therefore, this school strategy that implements a healthy school culture well can be a reference for other schools to implement a healthy school culture in their respective educational units.

SMA Negeri 2 Mataram, one of the senior high schools in Mataram City, has implemented a healthy school culture that is still sustainable today. It started by participating in the Healthy Schools Competition at the provincial level in 2015 and winning first place. This achievement led Mataram 2 State High School to participate in

the National Healthy Schools Competition and win third place. SMA Negeri 2 Mataram maintains this achievement by continually implementing a healthy school culture.

Based on this, researchers are interested in researching the Healthy School Culture Management Strategy at SMA Negeri 2 Mataram. This topic deserves to be studied and analyzed to benefit all related parties within the scope of high schools and equivalents in the city of Mataram. This research will provide an overview of promising strategies for implementing healthy schools in educational units, especially at the high school/equivalent level.

## METHOD

In this research, a qualitative approach was used to provide clear, detailed descriptions and to obtain in-depth and accurate data regarding the focus of this research. This qualitative approach is the right choice because the research object is a person's process, activity, or action, which in this research is the healthy school culture management strategy implemented by the healthy school management team at SMA Negeri 2 Mataram. The qualitative research method used is the case study method so that researchers can describe the observed processes to be analyzed and interpreted according to current conditions related to healthy school culture management strategies at SMA Negeri 2 Mataram.

This researcher will carry out qualitative research in three stages, namely:

- 1) In the orientation stage, the researcher introduces and understands the object to be researched, including the location, conditions, and challenges faced;
- 2) reduction stage: at this stage, the researcher reduces all the information obtained at the orientation stage so that he can focus on a particular problem and;
- 3) at the selection stage, the researcher at this third stage describes the focus that has been determined in more detail and then carries out an in-depth analysis of the focus of the problem.

## RESULTS AND DISCUSSION

**Healthy School Culture at SMA Negeri 2 Mataram.** The author's theory [5] states that interactions with the outside world influence individual

development. Based on constructivism theory, students have an active role created through the social dimension (environment) and the psychological dimension (self).

This theory shows that the social environment is the main component in shaping students' knowledge and cognitive development; this manifests in implementing a healthy school culture at SMA Negeri 2 Mataram, a good habit carried out by the school community in creating and maintaining a clean and healthy school environment.

Based on this explanation, the Tri Program for School Health Units (Trias UKS), initiated by the Ministry of Education and Culture in 2022 to promote healthy schools in educational units from elementary to high school levels, has been implemented by SMA Negeri 2 Mataram; this is illustrated in Figure 1.

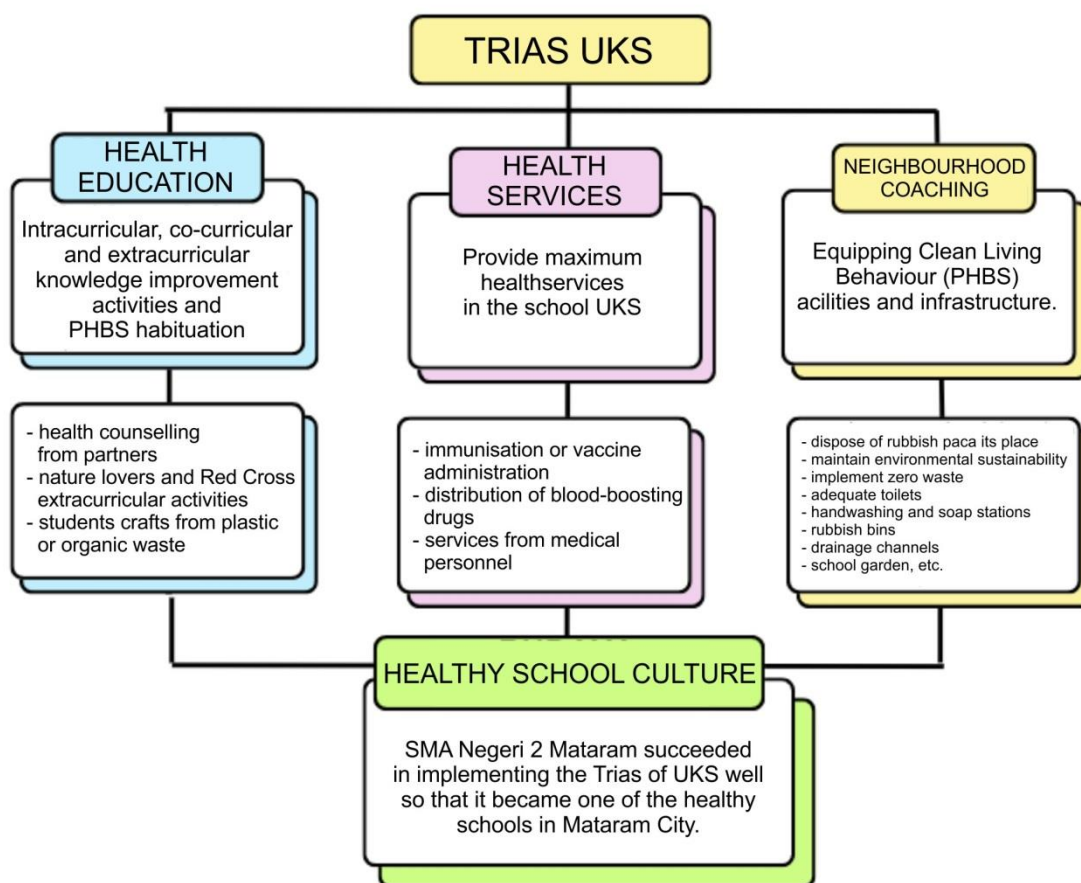


Figure 1 – Healthy School Culture Diagram

This diagram shows that the healthy school culture implemented at SMA Negeri 2 Mataram applies the UKS Trias, namely health education, health services, and environmental development so that every citizen can carry out practical, efficient, and effective activities in the school environment and outside-school environment.

Thus, the healthy school culture at SMA Negeri 2 Mataram is a good habit carried out by the school community in creating and maintaining a clean and healthy school environment by implementing the UKS Trias.

**Healthy School Culture Management Strategy at SMA Negeri 2 Mataram.** Authors [6] said the strategy is a comprehensive planning formulation about how a company will achieve its mission and goals. Good management strategies contribute to the success of SMA Negeri 2 Mataram in creating a clean and healthy school environment. Author [7] asserts that management involves planning, organizing, directing, and controlling actions to establish and accomplish predetermined targets using human and other resources. The school can implement appropriate

management strategies to create a healthy culture at SMA Negeri 2 Mataram. Solidarity and cooperation in implementing each program manifest the severe and sincere performance of the people of SMA Negeri 2 Mataram. Additionally, obedience to leadership also plays an extraordinary role in the success of exceptionally healthy school programs.

Technical instructions for implementing guidance on the implementation of healthy schools/madrasas issued by the [8] contain five components of healthy school management, namely: 1) policy/legal basis, 2) planning and budgeting, 3) coordination, 4) capacity building, 5) monitoring and evaluation.

Based on these five components, the management strategy carried out by SMA Negeri 2 Mataram is as follows:

1. We are forming a healthy school team to coordinate the implementation of the 2015 Healthy School Competition. Under the responsibility of the school principal, the team makes the planning, implementation, and evaluation of the healthy school competition.

*Planning:* The Healthy School team plans for the Healthy School competition by taking the steps:

- a) Socialization of the program. Teachers conduct socialization through meetings where they discuss Healthy School competitions, participate in flag ceremonies (initiated by the ceremony supervisor and continued afterwards), install posters related to environmental cleanliness, and integrate outreach on the Healthy School competition program into classroom learning activities;

- b) Data on the need for school facilities and infrastructure to support the realization of healthy schools;

- c) Adjusting funds to predetermined needs, where the funds used come from committee contributions (at that time, committee contributions were still allowed).

*Implementation:* The environment of SMA Negeri 2 Mataram has begun to be worked on by arranging gardens around the school, creating a mini forest, creating a living pharmacy, mini fish pond, bird cage, and organic waste absorption well. Sanitation is also a concern that is being laid out. Classes and all rooms are cleaned together and arranged neatly. All school residents at that time participated. They carry plant seeds for living

dispensaries and the needs of mini forests and parks. Apart from that, the number of toilets still needs to be increased, yet to be by standards, they are built to meet these standards. Where 1:20 for female students and 1:40 for male students, the total number of toilets is 37 spaces. School residents are starting to get used to cleaning up rubbish more optimally. Having three rubbish bins in each class or room along the school corridor makes it easier for school residents to sort rubbish when throwing it away. In addition to that, they have formed a class picket schedule for each class. Those assigned to picket duty that day were responsible for cleaning the classroom in the morning before school started and in the afternoon after school ended. Having this class picket is very helpful for school cleaning officers who have the task of cleaning and maintaining the cleanliness of the school environment. There are even absorption wells that efficiently reduce leaf waste; the results can also be used as compost for living pharmacies. There are around three absorption wells at SMA Negeri 2 Mataram. Every school member, including educators and staff present, will promptly pick up and dispose of any leaf litter they encounter into the absorption well. Students maximize their roles in UKS, especially those actively participating in PMR extracurricular activities. They helped medical officers from the Tanjung Karang Community Health Center, who were partners in the health sector then. UKS SMA Negeri 2 Mataram provides maximum service to the school community. Once a week, a doctor is present at the UKS to assist with services and provide health education for schools. Apart from that, the school conducted a selection of the food sold in the canteen and established collaboration with BPOM NTB to maximize this effort. This collaboration resulted in the school receiving a 5P star, meaning that the food in the canteen meets health standards and is suitable for consumption by all school members.

*Evaluation:* The entire school community's efforts yielded results, and they achieved first prize; this does not make the school immediately proud because they will continue their struggle to a higher level, namely at the national level. They then complete things that are still felt to be lacking. They tidy up parks, mini forests, and live pharmacies. Environmental cleanliness is increasingly maintained. The Healthy School competition team prepared a video profile of a healthy school to participate in the national com-

petition. They work together and coordinate with each other to gain an understanding of the steps to make the competition a success. The efforts of the healthy school competition team and the entire school community bore fruit; SMA Negeri 2 Mataram won third place nationally in 2016.

2. Establish cooperation with related parties. The school's collaboration with several related parties makes it easier and more optimal to implement every program it carries out. One of them is the healthy school culture at SMA Negeri 2 Mataram. The parties who have established this collaboration include:

*Tanjung Karang Permai Community Health Center.* School health services are provided through the School Health Unit (UKS) in collaboration with the Tanjung Karang Community Health Center. This collaboration has been in place for a long time, namely since 2014, when the MoU with this Community Health Center was constantly renewed every five years. The form of collaboration carried out is that the community health centre includes SMA Negeri 2 Mataram as a target school. Medical personnel such as doctors and nurses are sent to schools to provide health services.

At that time (2014), the school prepared two nurses to be on picket duty. They accompany students who are active at PMR for UKS services. Once a week, the community health centre will bring in a doctor to check the health of school residents. Services provided include blood pressure checks, uric acid checks, cholesterol checks, and others. This health service helps schools maintain their health. However, in 2018, when an earthquake occurred, followed by the presence of COVID-19, doctors and nurses in schools were not like before. The health centre needs more medical personnel. However, the school continues to provide health services. They come monthly to provide health education, direction, and monitoring for UKS services. The health centre offers the medicines the school needs. Students active in PMR extracurricular activities receive training and direction from the community health centre to remain responsive and ready to provide health and safety services for school residents.

In 2024, SMA Negeri 2 Mataram was appointed Mataram City's representative in the Healthy School Movement. They will enhance cooperation with the Tanjung Karang Community Health Center by reactivating the stopped collaboration

program (bringing in doctors and nurses) and improving its performance.

*NTB Food and Drug Supervisory Agency (BPOM).* One of the most essential parts of a school that plays a significant role in maintaining the health of its citizens is the canteen. As a school kitchen that provides food, the canteen must receive attention. Therefore, SMA Negeri 2 Mataram has collaborated with BPOM NTB in preparing and facilitating a healthy canteen at school.

BPOM inspects every food provided and sold in the canteen. Currently, the school has received the 5 Food (5P) charter. This charter shows that the quality and safety of food in the SMA Negeri 2 Mataram school canteen received five stars, which means it is safe and suitable for consumption by its citizens.

BPOM constantly monitors schools. BPOM will be at schools every two months to provide food health education. In this way, food safety in schools remains monitored.

*NTB Natural Resources Conservation (KSDA).* In 2023, an SMA Negeri 2 Mataram student named Alvy Ananta Asis became an SMA Ambassador for NTB Province. One of the mandates carried out is to maintain environmental sustainability. Therefore, KSDA NTB, under the auspices of the Ministry of Environment, is collaborating with SMA Negeri 2 Mataram. There is a program called the Green Youth Movement (GYM), which later gave birth to Green Heroes. Green Heroes is a generation of environmental savers with a green lifestyle, and it is now starting to become a trend among young people. The 2023 SMA Ambassadors from SMA Negeri 2 Mataram are Green Heroes for the city of Mataram, especially at their school. Extracurricular SMAN 2 Nature Lovers (Sampala) and Green Heroes ran a zero waste program. They utilize plastic and organic waste for something that can be reused, such as eco-bricks and coenzymes. The school community can already feel some of the results of their work. They also incorporate their activities into learning activities, such as using waste for crafts and making tote bags.

*Dodokan River Watershed Management Center (BPDAS).* Seeing SMA Negeri 2 Mataram's great and intense environmental concern, many parties are interested in establishing collaboration, including BPDAS Dodokan. They provide education to schools regarding the environment. Moreover, SMA Negeri 2 Mataram has an SMA



2023 Ambassador who is mandated to preserve the environment, including clean and sustainable rivers.

*Ampenan Village Head Office.* Ampenan Village collaborates with SMA Negeri 2 Mataram to preserve the surrounding environment. This collaboration strengthens the school in the Ampenan sub-district area, allowing it to spread its wings and make SMA Negeri 2 Mataram a healthy school that impacts the surrounding environment.

*Emina Cosmetics.* SMA Negeri 2 Mataram, one of the favourite schools in Mataram City, has various events with many sponsors, including Emina Cosmetics. The collaboration focused on health by providing free sunscreen for school residents. They placed a single sunscreen in the school lobby for residents to use freely, knowing that sunscreen is a protective product against UVA and UVB rays to safeguard skin from damage.

3. Involve the entire school community. The school community has the same obligations and responsibilities for all programs implemented at the school, including this healthy school. School cleanliness is not only the responsibility of the cleaning service but also the entire school com-

munity. Likewise, school health is not only the responsibility of UKS officers or school canteen guards.

Students are involved in maintaining classroom cleanliness, where they have a daily picket schedule that cleans the classroom every morning before learning starts and in the afternoon after learning ends. Apart from that, they are also always directed to maintain cleanliness by throwing away rubbish in the right place, taking a clean shower before school and appearing neat, using school facilities properly, participating in all activities at school in an orderly manner, and so on.

Educators and educational staff also maintain a clean environment. They always remind each other and diligently remind students about cleanliness and health. The awareness and solidarity of the school community in maintaining a clean environment make a healthy school culture live at SMA Negeri 2 Mataram.

Based on this explanation, the researcher created a strategic diagram for healthy school culture management at SMA Negeri 2 Mataram (Figure 2).

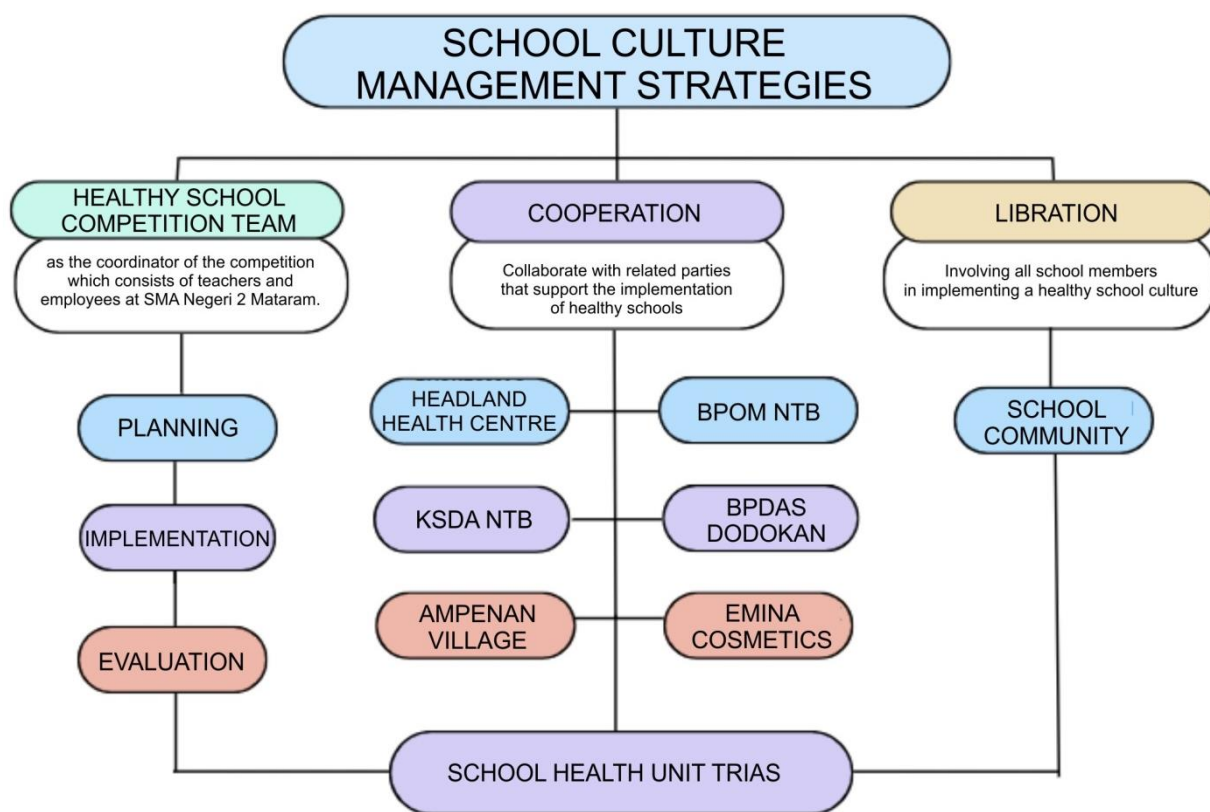


Figure 2 – Diagram of a healthy school culture management strategy at SMA Negeri 2 Mataram



This diagram shows that the management strategy carried out by SMA Negeri 2 Mataram has three points: starting with the formation of a healthy school team during the healthy school competition in 2015, then points 2 and 3, namely collaboration with related parties and involving all school members in creating healthy schools. These three points form the UKS Trias, a healthy school culture.

## CONCLUSIONS

Several things can be said based on the discussion above. The following conclusions were obtained based on the results of the researcher's analysis.

1. Healthy school culture at SMA Negeri 2 Mataram is a good habit carried out by school members to create and maintain a clean and healthy school environment by implementing the UKS Trias. This healthy school culture makes SMA Negeri 2 Mataram a healthy, beautiful, and comfortable school so that school residents can participate in school activities well and have fun.

2. The healthy school culture management strategy at SMA Negeri 2 Mataram is to do the following;

a) formed a healthy school team in the healthy school competition in 2015, where this team then did the following:

*Planning:* planning is carried out by holding a coordination meeting first to obtain results for carrying out:

1) socialization of healthy schools by all school members. This socialization was carried out by putting up posters about cleanliness and health, delivered during ceremonies and learning activities,

2) recording the need for facilities and infrastructure to support the realization of healthy schools,

3) recording the need for funds for holding healthy school competitions, where committee contributions were still allowed at that time (2014), so the school used these funds.

*Implementation:* This healthy school competition was implemented with all school members involved from preparation to the end.

*Evaluation:* The healthy school competition, which was held and resulted in first place at the provincial level, is being further prepared to con-

tinue at the national level. Thanks to everyone's struggle, SMA Negeri 2 Mataram won third place. This success means that the school community is more responsible for maintaining a healthy school culture at SMA Negeri 2 Mataram.

b) Collaboration with related parties. SMA Negeri 2 Mataram collaborates with several parties related to the environment and health to implement the UKS Trias to implement healthy schools. The following are school partners involved in creating a healthy school culture: Tanjung Karang Community Health Center, NTB Food and Drug Supervisory Agency (BPOM), NTB Natural Resources Conservation (KSDA), River Watershed Management Agency (BPDAS), Ampenan Village Head Office, Emina Cosmetics.

c) Involving the school community in a healthy school culture. The school community has the same obligations and responsibilities for all programs implemented at the school, including this healthy school. School cleanliness is not only the responsibility of the cleaning service but also the entire school community. Likewise, school health is not only the responsibility of UKS officers or school canteen guards.

Implementing this healthy school culture has found challenges and positively impacted the SMA Negeri 2 Mataram school community.

1. Challenges of implementing a healthy school culture at SMA Negeri 2 Mataram. Based on the research that has been conducted, researchers found that the challenges in implementing a healthy school culture at SMA Negeri 2 Mataram are as follows:

a) Characters of students with different family backgrounds. This condition causes differences in each student's habits. Thus, it requires the attention of other school members to remind or provide advice on implementing school regulations, one of which is implementing a healthy school culture.

b) Students who always come and go every year make the school persistent in promoting a healthy school culture.

c) Changes in school leaders/principals that cause changes in school policies.

2. The impact of healthy school culture at SMA Negeri 2 Mataram. The implementation of a healthy school culture at SMA Negeri 2 Mataram has had a positive impact on the school, namely:

a) the school environment is always kept clean,

- b) the school community has a high awareness of personal and environmental cleanliness,
- c) the school community always reminds each other to maintain the cleanliness and health of themselves and the environment,
- d) the school community is involved in school cleanliness activities; without exception, everyone is active and supports each other in creating and maintaining the cleanliness of the room.

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