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RESEARCH ARTICLE

IMPLEMENTATION OF MANAGEMENT PRINCIPLES IN EFFORTS TO PREVENT STUNTING PREVALENCE IN THE BANTEN AREA OF INDONESIA

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Abstract

This article aims to determine application of management principles that can be applied effort to prevent stunting prevalence in Banten area. Problem focused of short toddlers or stunting is not only faced by Indonesia, but also problem facing the world. To approach this problem, theoretical reference from POAC (Planning, organizing, actuating and controlling) is used. Data were collected through techniques of analyzing reduction, data presentation and verification and analyzed qualitatively descriptively. This study concludes reduction stunting prevalence in Banten has been running as it should. Through program, efforts reduce stunting prevalence can reduce and prevent stunting toddlers and the first 1,000 days of life.

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Introduction:-

Stunting is a major public health issue in most of developing countries (Ponum, et.al., 2020) and one of them is Indonesia. According to WHO data, If viewed by region, Africa is the region with the highest prevalence in 2020 with a percentage reaching 31.7% followed by the Southeast Asia region with a stunting prevalence of 30.1% and the Eastern Mediterranean region with 26.2%. Indonesia has a high prevalence of stunting compared to other middle-income countries, which is still in fifth place in the world and second in Southeast Asia regarding cases of stunting (Pratiwi and Mulyati, 2023). Timor Leste is in first position with a prevalence rate of under five stunting reaching 48.8%. Meanwhile, Laos is ranked third after Indonesia with a prevalence of 30.2%, followed by Cambodia with 29.9%, Philippines 28.7%, Myanmar 25.2%, and Vietnam 22.3%. Furthermore, there is Malaysia with a prevalence of 20.9%, Brunei Darussalam with a rate of 12.7%, and Thailand with 12.3%. Meanwhile, Singapore is the country with the lowest toddler stunting prevalence rate in Southeast Asia at 2.8%.

Meanwhile in Indonesia, according to the Head of the National Population and Family Planning Agency (BKKBN) Hasto Wardoyo revealed the province with the highest stunting rate in Indonesia. These provinces include East Nusa Tenggara, West Nusa Tenggara, Southeast Sulawesi, South Kalimantan, West Kalimantan, West Sulawesi and Aceh. Meanwhile, in areas with a large number of stunting cases, there are areas with a large population, such as Central Java, East Java, West Java, Banten and North Sumatra (Republika, 2022).

Based on data from the 2022 National Nutrition Status Survey (SSGI), the prevalence of stunting in Indonesia is 21.6%. This number decreased compared to the previous year, namely 24.4% and 27.7% (SSGI 2019). Even though there was a decrease from the previous year, efforts are still needed to achieve the target of reducing stunting by 2024 of 14% (Susilaningrum, et.al., 2020). This decreasing the number of instances of stunting has become a sustainable development goal (SDG) for 2025. SSGI data trends for 2019-2021 show that stunting occurs before

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birth, and increases most in the age range from 6 months 13.8% to 12 months 27.2% (SSGI 2019). The impact of stunting on children will affect the quality of human resources (HR) in the future. In other words, stunting is an important issue to be resolved because the level of stunting in Indonesia will determine the competitiveness of Human Resources (HR) in the future. Stunting can hinder economic growth, increase poverty, and widen inequality. In the end, if stunting is allowed to continue, then Indonesia has the potential to be left behind in various fields of development from countries in the world. International experience and evidence shows that stunting can hinder economic growth and reduce labor market productivity, resulting in a loss of 11% of GDP (Gross Domestic Products) and reduce the income of adult workers by up to 20%. In addition, stunting can also contribute to widening inequality, thereby reducing 10% of total lifetime income and also causing intergenerational poverty (Saputri and Tumangger, 2019).

For that, Indonesian government introduced five core principles in stunting management that written on STRANAS document acceleration of stunting prevention 2018-2024 to guide stunting management program all over Indonesia. Those principles are commitment and leadership vision; behavioral changes national campaign and communication; program convergence at center, regional and rural government; food security and nutrition; and monitoring also evaluation the program. Indonesia's efforts to reduce childhood stunting follow closely that of Peru, Senegal, Thailand and Brazil among others, all of which have dramatically reduced stunting rates to below 20%, and some even below 15% (Murthi, 2022). To run the stunting management program, all team has carried out the functions of management consist of planning, organizing, actuating and directing, monitoring and evaluation (Sefrina and Pramithasari, 2021). While, Sari (2022) stated that to prevent stunting prevalence can be done by applying management principles consisting of planning, organizing, staffing, directing, coordinating, reporting and budgeting or known as POSDCORB. Fahmi, et.al., (2023) stated that Efforts to reduce stunting rates in Sibalaya Selatan Village are carried out through data collection on stunted children, provision of supplementary food, socialization, and monitoring and evaluation. The POAC function (planning, organizing, actuating, Controlling.) method is used to ensure that the activities carried out are planned, coordinated and measurable. So did Putri, et.al., (2023) that used a process which includes Planning, Organizing, Actuating and Controlling (POAC) in evaluating the implementation of nutrition programs related to stunting events.

However, the implementation of management functions or principles cannot be carried out by one party alone, as stated by Susilaningrum, et.al., (2020) that stunting services are not only the responsibility of one profession but must be carried out by interprofessional collaboration (IPC) which consists of two or more professions. The benefits of collaboration allow team members to achieve greater target than if they work individually; it can also benefit the organization (Green and Johnson, 2015). This is also supported by several research about interprofessional collaboration for handling stunting in Indonesia (Utami, et.al., 2019; Astuti, et.al., 2021; Regita, and Sulistyarningsih, 2022; Estiwidani, and Hernayanti, 2022).

Based on this, the researchers are interested in studying more deeply about "Implementation of Management Principles in Efforts to Prevent Stunting Prevalence in the Banten Area of Indonesia", with the aim of knowing the implementation of management principles that can be applied in efforts to prevent stunting prevalence in the Banten area of Indonesia. The reason for choosing Banten as a research location is because Banten Province is one of the five regions with the highest stunting rates in Indonesia and is also one of 12 priority areas, according to the Indonesian Toddler Nutrition Status Survey (SSGBI) in 2021. Where there is not a single district/city that has the prevalence is below 10%. Based on data from the Indonesian Nutritional Status Survey (SSGI) it is stated that the stunting rate in Banten in 2022 will decrease by 4.5% (24.5% in 2021 to 20% in 2022). However, there are still 5 districts or cities with prevalence above the average rate of stunting in Banten.

Literature Review:-

Management

Robbins, et.al., (2017) stated that management is a process of getting work done, effectively and efficiently with and through other people, by carrying out four management functions namely planning, organizing, leading, and controlling. Schermerhorn et al., (2017) stated that management is an activity in planning, organizing, leading and controlling the use of resources to achieve performance goals. Robbins and Coulter (2018) argued that management is a process involving coordinating and supervising the work activities of other people, so that their activities can be completed efficiently and effectively. Kincki (2019) stated that management is a process for achieving organizational goals effectively and efficiently, through the integration of a group of people together through planning, organizing, leading, and controlling the resources owned by the organization.

Dessler (2017) divided the Management function into 5 parts, namely: 1. Planning: setting goals, standards, developing rules and procedures, and developing plans. 2. Organizing: coordinating work, authority, and authority as well as communication to subordinates. 3. Staffing: determining and selecting employees, compensating, evaluating, training and developing employees. 4. Leading: making other people responsible for completing tasks, and maintaining morale in the organization and motivating employees. 5. Controlling: setting standards, quality, and checking how performance is carried out and providing corrections as needed.

While, according to Robbins and Coulter (2018), management has 4 functions, namely: a. Planning: The company was formed to achieve goals, to achieve this requires careful planning. The manager is the one who determines the goals to be achieved by the company. As a manager must establish a strategy and develop a plan to achieve these goals. b. Organizing: Organizing is designed to organize and organize work in order to achieve company goals. Organizing includes assigning tasks, who will carry out the tasks, and how these tasks will be carried out. By organizing, managers can group tasks and form an organizational structure so that it becomes clear how who reports to whom and how decisions must be made. c. Leading: In a company, there must be employees, and in management, leading is one of its functions. Managers must be able to lead their subordinates to be able to walk together in achieving company goals. To achieve company goals, managers are required to provide motivation, solve problems within the company, invite their team to walk together, and form constructive communication. d. Controlling: After the three functions previously described have been executed, the management function has not been completed. The last function in management is the function to organize and evaluate so that the management function runs as expected. In the governing function, managers must continue to drive performance developments against company goals to find out how effective management has been implemented and then re-evaluated.

Stunting

Stunting is the failure to reach one's potential for growth – is caused by chronic malnutrition and repeated illness during childhood. It can permanently limit a child's physical and cognitive capacity and cause lifelong damage (UNICEF, 2014). According to WHO (2015), Stunting is the impaired growth and development that children experience from poor nutrition, repeated infection, and inadequate psychosocial stimulation. Stunting is identified by assessing a child's length or height (recumbent length for children less than 2 years old and standing height for children age 2 years or older) and interpreting the measurements by comparing them with an acceptable set of standard values.

Stunting is a condition where toddlers have a shorter length or height compared to their age. Stunted toddlers in the future will experience difficulties in achieving optimal physical and cognitive development (Ministry of Health RI, 2018). Stunting is a condition of failure to thrive in children under five (babies under five years) resulting from chronic malnutrition so that children are too short for their age. Malnutrition occurs since the baby is in the womb and in the early days after the baby is born. (Muhaimin, 2010). Stunting also defined as a height of more than two standard deviations (SD) below the World Health Organization (WHO) Child Growth Standards median (.While, Montenegro, et.al., (2022) Stunting refers to a child that is too short for his or her age. Stunted children can suffer severe irreversible physical and cognitive damage that accompanies stunted growth. Stunting receives greater attention compared to other nutritional statuses because apart from its higher prevalence, stunting also indicates something more serious than just short body size (Endang et al., 2021).

The incidence of stunting could be caused by several factors such as child nutrition problems, social, economic conditions, infectious diseases, poor environmental sanitation, education, income, knowledge and others (Azhary and Amirah, 2023). While, Several studies show that stunting poses risks of a decrease in academic achievement (Picauli and Toy, 2013), increased risk of obesity (Timæus, 2012), susceptibility to non-communicable diseases (Krishnaswamy and Laxmaiah, 2011), and an increased risk of degenerative diseases (Picauli and Toy, 2013; WHO, 2019).

Method:-

This research uses a qualitative method, namely a research method based on post-positivist philosophy and uses a phenomenological approach where researchers carry out actions or interactions based on the views of the participants' studied. Data collection techniques can be carried out by data documentation, observing and interviewing. The data collection procedure uses primary data and secondary data, where primary data is obtained directly from the subject as a source of information. Secondary data is obtained from other parties and is not directly obtained by the researcher and the research subject, such as documentation data, report data that is already available.

Qualitative research data analysis was carried out before entering the field which was carried out on data from preliminary studies, while in the field it was carried out when data collection took place and after data collection was completed during interviews and finished in the field (Sugiyono, 2014).

Result and Discussion:-

Result:-

Based on the 2021 Indonesian Nutritional Status Study (SSGI), there are several urban areas in Banten that are classified as "yellow" and "green" stunting zones. Among them are Serang City and Cilegon City in the yellow category and South Tangerang City and Tangerang City in the green category. In fact, one district in Banten is in the "red" category, namely Pandeglang, because its prevalence is above 30 percent. Even Pandeglang with a prevalence of 37.8 percent occupies the number 26 position out of 246 regencies/cities in 12 priority provinces which have the highest prevalence of stunting. Five regencies and cities have "yellow" status with a prevalence of 20 to 30 percent, including Lebak, Serang City, Tangerang Regency and Cilegon City. While the two areas that are categorized as green with a prevalence of 10 to 20 percent are South Tangerang City and Tangerang City. Not a single district or city in Banten has a blue status, that is, with prevalence below 10 percent.

However, based on the 2022 Indonesian Nutrition Status Survey (SSGI) data from the Ministry of Health of the Republic of Indonesia, the stunting rate for Banten Province has fallen by 4.5% to 20% from 24.5% in 2021. This also shows that none of the districts / city where the prevalence is below 10%. The yellow zone is in Cilegon City and Serang City, Lebak Regency, Tangerang Regency; while green is in South Tangerang and Tangerang City. The area that is included in the red zone itself is Pandeglang Regency with a stunting prevalence of 37.8 percent. In 2022 it will decrease by 4.5%, namely to 20%. However, there are still 5 regencies or cities with a prevalence above the average stunting rate in Banten. Pandeglang Regency is the region with the highest prevalence of stunting fewer than five in Banten, reaching 29.4%. This figure decreased by 8.4% from the previous year which amounted to 37.8%. Then Serang district was ranked second with a stunting toddler prevalence of 26.4%. Followed by Lebak Regency with 26.2%, then Serang City with 23.8%, and Tangerang Regency with 21.1%. The remaining three districts or cities have prevalence below the average prevalence of stunting fewer than five in Banten. South Tangerang City has the lowest stunting toddler prevalence in Banten, which is only 9%. Then, the city of Tangerang is 11.8%, and the city of Cilegon is 19.1%.⁸

The decline in stunting that has occurred cannot be separated from the involvement of the Government of Indonesia, which has designated stunting as a national priority issue. This commitment is realized by the inclusion of stunting in the 2020-2024 National Medium-Term Development Plan (RPJMN) with a significant reduction target (Lailiyah, 2023). To realize a reduction in the prevalence of stunting, a Presidential Regulation (Perpres) Number 72 of 2021 concerning Accelerating the Reduction of Stunting was issued. In Article 1 paragraph 4 it is explained that the Acceleration of Stunting Reduction is any effort that includes Specific Interventions and Sensitive Interventions that are carried out in a convergent, holistic, integrative and quality manner through multi-sector cooperation at the central, regional and village levels.

In the attachment to Presidential Regulation Number 72 of 2021, the types of intervention activities, both specific and sensitive, have been determined as a national strategy in accelerating the reduction of stunting. The following are specific intervention activities carried out in the national strategy to accelerate stunting reduction:

- a. Provision of additional nutritional intake for pregnant women with Chronic Energy Deficiency (KEK) conditions.
- b. Provision of iron tablets for pregnant women at least 90 tablets during pregnancy.
- c. Provision of iron supplement tablets for young women.
- d. Data collection on infants aged less than 6 months who do not receive exclusive breastfeeding.
- e. Provision of complementary food for infants aged 6-23 months.
- f. Provision of malnutrition management services for children under 5 years of age.
- g. Monitoring and measuring the growth of all children under 5 years of age.
- h. Provision of additional nutritional intake for children under 5 years of age who experience malnutrition.
- i. Provision of complete basic immunization for all children under 5 years old.

Meanwhile, sensitive intervention activities carried out in the national strategy to accelerate stunting reduction are as follows:

- a. Providing postnatal family planning (KB) services.

- b. Reducing the percentage of unwanted pregnancies.
- c. Provision of health services as part of marriage services for prospective Couples of Reproductive Age (PUS).
- d. Improving access to proper drinking water for households in priority locations.
- e. Improving access to proper household sanitation in priority locations.
- f. Provision of National Health Insurance (JKN) in the form of Contribution Assistance (PBI) for people who can't afford it.
- g. Providing assistance for families who are at risk of stunting.
- h. Provision of conditional cash assistance to poor and vulnerable families.
- i. Counseling about stunting with the hope of increasing understanding for the community in priority locations.
- j. Provision of food social assistance to poor and vulnerable families.
- k. Increasing the percentage of Open Defecation Free (ODF) village areas (ODF)

Discussion:-

This downward trend is in line with the goal of reducing stunting proclaimed by the Indonesian Ministry of Health. This case reduction has been successfully achieved with specific interventions. These interventions will continue to be carried out on an ongoing basis throughout 2021 through health centers to posyandu. Special programs and interventions to reduce stunting rates will continue to be implemented in Banten this year, by providing food, vitamins and medicines to the community, especially the lower middle class. In addition, it also conducts socialization of nutrition and the importance of breastfeeding as well as monitoring and evaluation.

To achieve a more significant reduction in stunting, a management management system is needed so that it is right on target. Researchers put more emphasis on management theory based on POSDCORB (Planning, organizing, staffing, directing, coordinating, reporting and budgeting) which will be described as follows:

Planning

In an effort to reduce stunting rates, a structured and mature plan is definitely needed. Because the effects caused by an increase in stunting rates in an area must be a concern and need fast treatment. In the planning stage, namely determining the goals and objectives of the stunting handling program to be implemented in Banten. Handling stunting numbers definitely requires structured and thorough planning. The implementation method used in handling stunting rates in Banten includes several stages, as follows:

1. Setting Goals and Targets: This stage involves determining program objectives, namely reducing the stunting rate, and program targets, namely children and families in the Banten area.
2. Situation analysis: This stage involves an analysis of the current situation, namely the severity of stunting, risk factors, and potential obstacles in handling stunting.
3. Determination of Efforts: This stage involves determining the efforts to be carried out, namely providing education and socialization, providing additional nutritional food, and working with Posyandu cadres.

Overall the planning of the stunting reduction program ensures that the program is carefully designed and in accordance with local needs, so that this program can be implemented effectively

Organizing

At this stage, organizations related to efforts to prevent the spread of stunting will be identified and for this the central government will try to be as optimal as possible by creating a structure to accelerate the prevention of the spread of stunting in Banten. The Banten Health Service, in collaboration with the Banten Population Control and Family Planning Service, has begun collecting data on people affected by stunting to coordinate through the local health center to find out how many people are affected by stunting so that they can be treated immediately. Apart from that, with the help of the Community Health Center which was formed to handle this problem, there is a body responsible for carrying out these activities, namely the Banten Provincial Development Planning Agency, especially in the fields of human resources and community development for monitoring, from start to finish prevention of stunting problems.

Actuating

In an effort to reduce the prevalence of stunting, especially in Banten, following the Standard Operating Procedures implemented at the center, namely implementing a convergence procedure which will be described as follows:

Table1:- Convergence Actions in Efforts to Reduce Stunting Prevalence.

Convergence Actions			Realization	Percentage
Action 1	Situation analyst	Identification of the distribution of stunting, program availability and constraints in implementing convergence	8	100%
Action 2	Activity plan	Develop activity plans to improve the implementation of stunting convergence	4	50%
Action 3	Discuss stunting	Menyelenggarakan rembuk stunting tingkat Kabupaten/Kota	8	100%
Action 4	Regent/Mayor regulations regarding acceleration of stunting reduction	Provide legal certainty for villages to carry out village roles and authorities in convergence to reduce stunting	2	25%
Action 5	Development of Actors and Village Government	Ensure the availability and functioning of actors/cadres who assist the Village Government in implementing stunting reduction convergence at the Village level	1	12,5%
Action 6	Stunting Data Management System	Improving the data management system for stunting data management and convergence coverage at the Regency/City level	1	12,5%
Action 7	Stunting Measurement and Publication	Carrying out measurements and publishing stunting figures	0	0
Action 8	Annual Performance Review	Review the performance of program implementation and activities related to stunting reduction over the past year	0	0

Source: (Banten Provincial Government, 2022).

Based on Table 1 above, it can be seen that planning as an effort to reduce the prevalence of stunting, especially in Banten is carried out with convergence actions which aim to support data and information-based planning and budgeting in order to increase the relevance of program/activity allocations and increase the effectiveness of intervention implementation. the realization has not been 100% achieved, this is because of the existing budget allocation, only about 19.77% has been used.

Controlling

Controlling is carried out in 3 stages, namely before implementation, during implementation and after implementation. Program assessments are carried out once a year to carry out monitoring and evaluation. Each evaluation program can be carried out to assess the success of efforts to handle stunting through providing education about stunting and providing additional nutritional food as well as assisting posyandu cadres in health services, especially during immunization.

After the evaluation, namely coordination with the village government and health authorities, what will be carried out next. The following are several stages carried out in supervising program implementation reduction in stunting rates:

- a. Setting standards, namely as a reference for measuring the level of success of the implemented program
- b. Measuring performance, namely the process of assessing the quality level of members' performance in implementing the program
- c. Correcting deviations, namely the process of correcting any deficiencies in the program or performance in its implementation.

Conclusion:-

Based on the results of the research conducted, it can be concluded that efforts to reduce the prevalence of stunting in Banten have not been running optimally, even though this activity has received support from several commitments from the government, health authorities and several other parties. This can be seen from the results of reports from the Banten Government and also analyzed by referring to management theory based on POAC (Planning, Organizing, Actuating, Controlling), where from the existing results it is known that based on the analysis of Convergence Actions in Efforts to Reduce Stunting Prevalence, It is known that the realization was only

achieved in action 1, namely Situation analysis and action 3, namely Discuss stunting, while the other 4 actions were still not optimal and even 2 existing actions had not been implemented, namely actions 7 and 8, namely Stunting Measurement and Publication and Annual Performance Review. Meanwhile, the Annual Performance Review action is needed to compare actual performance with predetermined standards. If there is a significant difference between actual and expected performance, the Government and related parties must take corrective action.

Suggestion:-

Based on data analysis and discussion of study results conducted, submitted some suggestions as follows:

- a. The program that efforts to reduce the prevalence of stunting in Banten still needs to be improved, by develop activity plans to improve the implementation of stunting convergence more optimal, Provide legal certainty for villages to carry out village roles and authorities in convergence to reduce stunting, ensure the availability and functioning of actors/cadres who assist the Village Government in implementing stunting reduction convergence at the Village level, Improving the data management system, Carrying out measurements and publishing stunting figures and Review the performance of program implementation and activities related to stunting reduction over the past year.
- b. Given this study still have shortcomings, then for the next researchers can conduct further research on other provinces and use a larger sample of the samples that researchers do in this study.
- c. The next researcher may consider using other theories or different methods of approach and analysis

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