

# Determination to Improve the Quality of Human Resources in Public Elementary Schools through Free Nutritious Meal Programs, Talent Management, and Learning Environment

Muhammad Nur<sup>1✉</sup>, Ahmad Firman<sup>2</sup>, Asniwati<sup>3</sup>

<sup>1,2,3</sup>Nobel Institute of Technology and Business Indonesia

[mnur67284@gmail.com](mailto:mnur67284@gmail.com)

## Abstract

This study aims to analyze the determination to improve the quality of human resources in State Elementary Schools through the Free Nutritious Meal Program, talent management, and the quality of the learning environment. The study uses a quantitative approach with the Structural Equation Modeling–Partial Least Square (SEM-PLS) method. The research data was obtained through the distribution of questionnaires to teachers of State Elementary Schools in South Jakarta as research respondents. The results of the study show that the Free Nutritious Meal Program, talent management, and the quality of the learning environment have a positive and significant effect on the quality of human resources. These findings show that the improvement of the quality of human resources in basic education is not only influenced by academic factors, but also by the fulfillment of students' nutritional needs, systematic management of student potential, and a conducive learning environment. Therefore, the synergy between nutrition fulfillment policies, talent management development, and improving the quality of the learning environment is an important factor in supporting the development of human resources from school age.

Keywords: Free Nutritious, Meal Program, Talent Management, Learning Environment, Quality of Human Resources.

*INFEB is licensed under a Creative Commons 4.0 International License.*



## 1. Introduction

Human resource development (HR) is a strategic agenda in national development and is the government's main focus in improving the quality of Human Resources. Quality human resources are not only determined by the level of formal education, but also by the health condition, mental readiness, motivation, and productivity of individuals in carrying out their activities. In the context of education, students can be seen as human capital who are being prepared to become productive human resources in the future. Therefore, student learning productivity is an important indicator in assessing the effectiveness of human resource investment from an early age [1].

The quality of human resources (HR) is a determining factor in achieving the goals of sustainable development of a nation. Superior human resources not only have academic competence, but also healthy physical and mental conditions as a prerequisite for optimizing the learning process and productivity in the future [2]. In this context, the fulfillment of adequate nutrition from an early age is an important foundation in the formation of quality human resources. The MBG program is a concrete implementation of the big agenda of Indonesia Emas 2045 and supports the seventh mission of Astra Cita's eight missions, namely strengthening human resource development [1].

The phenomenon that occurred in Indonesia shows that nutritional problems in school-age children are still a serious challenge. National data shows that the stunting rate is still high and students are habitual to skip

breakfast before going to school. In addition, differences in family socioeconomic conditions mean that not all students have equal access to nutritious food. This phenomenon has a direct impact on students' readiness to learn in the classroom, especially in public and regional schools with limited resources. Responding to this situation, the government through the Prabowo-Gibran government launched the Free Nutritious Meal Program (MBG) as one of the national priority programs [3].

Support for this program comes from various parties, including from international sources such as the United States and China. US President Joe Biden has publicly expressed his support for Indonesia's national program that aims to provide nutritious and healthy food for school children and pregnant women. In addition, the Chinese government has also signed a funding agreement to strengthen this program [4]. The support from the international side shows that the Free Nutritious Meal Program is seen as a strategic policy based on human resource development, so it is important to examine its effectiveness empirically at the implementation level.

The free school meal program is first recorded in the history of public nutrition policy in Norway, where since the early 20th century the governments of large cities such as Oslo began to provide school meals designed to improve the nutritional status of children and address hunger and malnutrition among poor families. Historical studies show that these policies were originally aimed at addressing children's social and health problems and increasing school participation

through nutrition interventions, and these continue to influence the development of school food policies in Europe to this day [4]. The strengthening of school food policies also occurred in the United States through ratification *National School Lunch Act* in 1946. This regulation gave birth to *National School Lunch*. The program is a federal policy that provides subsidized or free school meals nationwide. The program is positioned as an integral part of the health and education welfare system, and has continued to grow over decades to reach millions of students across the United States [5].

In the Indonesian context, the Free Nutritious Meal Program (MBG) can be understood as the adoption and adaptation of similar policy practices that have been implemented in various countries for a long time. This program will be implemented nationally in 2025 as part of the government's strategy to improve the quality of human resources through meeting the nutritional needs of school-age children. Preliminary findings in Indonesia show that MBG has the potential to increase student attendance, improve focus and concentration on learning, and support the health and learning motivation of elementary school students. However, challenges in implementation, such as menu variety, food quality, and program management at the school level, still require continuous evaluation to achieve program objectives optimally [5]. This program aims to provide nutritious food regularly for students in schools as an effort to meet basic needs, prevent stunting, and improve the quality of human resources. From the perspective of public management and human resource management, the MBG Program is a form of managerial intervention designed to increase the capacity and productivity of human resources from school age.

Research on the Free Nutritious Meal Program (MBG) has developed with various study focuses. Several previous studies have placed MBG as a public policy instrument to improve the quality of education and student welfare. That free meal programs contribute to improving the quality of education and learning motivation of elementary school students, but the study has not examined learning productivity as an indicator of human resource performance. Examine MBG from the perspective of public policy rationalism and find that this program has an impact on improving student welfare, especially health, attendance, and learning concentration. However, the approach used is qualitative and has not quantitatively tested the causal relationship between variables. Furthermore, highlight the linkage of MBG with student learning productivity. This study emphasizes the potential of MBG in increasing learning productivity, but it is still descriptive and does not involve students' psychological factors as a reinforcing or weakening variable of the relationship between variables.

Research the Free Nutritious Meal Program has a significant effect on students' motivation to learn. In these studies, learning motivation was positioned as the

main dependent variable, not as a moderation variable that affects the relationship between MBG and learning productivity. Human Capital Theory (HCT) is a fundamental theory that explains that human resources are a form of capital that can be increased in value through planned and sustainable investment. This theory emphasizes that individuals are not just a factor of production, but a strategic asset that has economic and social value if developed through education, health, training, and an environment that supports the learning process. This concept was first developed systematically and become a major milestone in the study of economics, education, and modern human resource management.

Human capital as *activities in the present that affect future well-being*, where investments in people such as education and health will provide long-term benefits in the form of increased productivity and quality of life in the future. In further development, affirms that human capital includes not only formal education, but also health, experience, and personal attributes that contribute to an individual's capacity to produce better performance [6]. In the context of education, Human Capital Theory views the learning process as a form of strategic economic and social investment. Basic education is a crucial phase in the formation of human capital because it is at this stage that the cognitive, physical, and non-cognitive foundations of individuals begin to be built. Recent literature shows that investment in school-age children, particularly through education and the fulfillment of basic needs, is seen as an effort to increase human economic value in the future [7].

One of the important dimensions in *Human Capital Theory* is health and well-being, which is seen as an integral component of human capital. Becker and the developers of human capital theory assert that physically and mentally healthy individuals have higher learning capacity and productivity. Early health investment directly contributes to improving individual cognitive abilities, concentration, and endurance in carrying out learning and work activities [8]. In this context, policy intervention in the form of the Free Nutritious Meal Program can be understood as a state investment in increasing students' human capital stocks through adequate nutritional fulfillment.

Research shows that the increase in public and private investment in children's education is a reflection of the increasingly dominant logic of human capital in global education policy. Children are positioned as subjects of long-term investment, where the quality of learning and the educational environment from an early age are believed to determine the quality of human resources in the future. Based on this description, this study aims to examine the determination to improve the quality of human resources in public elementary schools through the Free Nutritious Meal Program, talent management, and the quality of the learning environment. These three variables are seen as important factors that contribute to the formation of the quality of human

resources from the age of basic education. In accordance with the formulation of the problem, the purpose of the research and the theoretical foundation, the conceptual framework of the research can be described as follows on Figure 1.

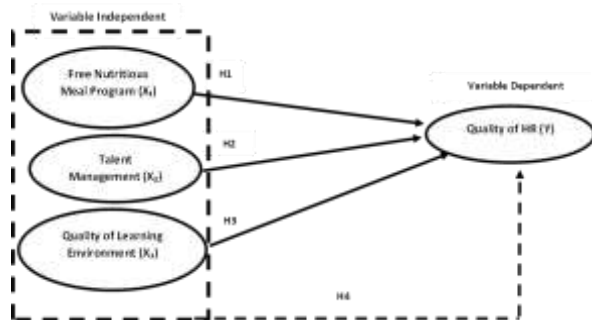


Figure 1. Conceptual Framework

## 2. Research Method

This study uses four research variables, consisting of three independent variables and one dependent variable. The independent variables in this study include Free Nutritious Eating Program (X<sub>1</sub>), Talent Management (X<sub>2</sub>), and Quality of Learning Environment (X<sub>3</sub>). The bound variable in this study is Improvement in the Quality of Human Resources (Y). This research was carried out in several South Jakarta State Elementary Schools which are the location for the implementation of the Free Nutritious Meal Program. The selection of the research location is based on the consideration that public elementary schools are formal education units that are the main target of policies to improve the quality of human resources from an early age. The research time is planned for ± 2 months, which includes the stages of preparing research instruments, data collection, data processing, data analysis, and preparation of research reports.

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then drawn conclusions. The population in this study is State Elementary School teachers who teach students who receive the Free Nutritious Meal Program at the research site, with a total of 60 elementary school teachers in South Jakarta. Based on data, the number of State Elementary Schools in South Jakarta is 277 schools, with the number of State Elementary School teachers as many as 4,777 people. Thus, the population in this study is all teachers of State Elementary Schools in South Jakarta who teach students who receive the Free Nutritious Meal Program. Because the population is quite large, the sampling technique in this study uses probability sampling with the Slovin formula approach to determine the number of representative samples.

The Slovin formula is used to determine the sample size of a population known to have a certain margin of error, here is the slovin formula on Description  $n = \frac{N}{1 + e^2}$  Number of samples (4,700 teachers);  $N =$  Total population;  $e =$  Error rate (10%). Based on the results of the calculation, a sample of 97.95 was obtained which was then rounded to 98 respondents. Thus, the

number of samples used in this study is 98 teachers of State Elementary Schools in South Jakarta. This number is considered representative to describe a population with an error rate of 10%. Furthermore, questionnaires will be distributed to State Elementary School teachers who meet the research criteria to obtain data related to the implementation of the Free Nutritious Meal Program, talent management, quality of the learning environment, and improvement of the quality of human resources according to the variables studied.

## 3. Result and Discussion

Evaluation of measurement models (*Outer model*) is used to determine whether the data that has been collected from respondents has met the validity and reliability requirements based on the relationship between indicators and variables. The following is an image of the outer model in this study using *Software SmartPLS 4.0* on Figure 2.

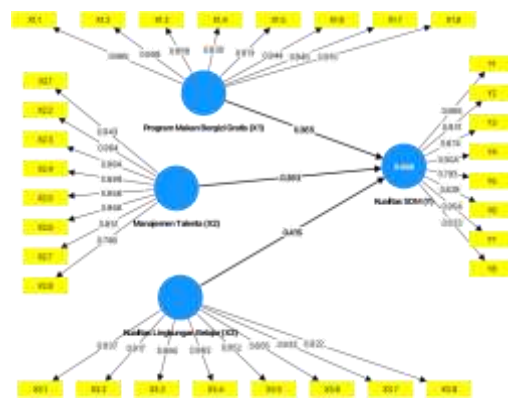


Figure 2. Outer Model

Based on the figure, all indicators in each variable show a very high outer loading value, which is above 0.70, so that it can be declared to meet the convergent validity criteria. The variable of the Free Nutritious Meal Program (X<sub>1</sub>) has a loading value between 0.910–0.965, the variable of Talent Management (X<sub>2</sub>) is in the range of 0.786–0.968, the variable of Quality of the Learning Environment (X<sub>3</sub>) ranges from 0.805–0.963, and the variable of Human Resource Quality Improvement (Y) has a value between 0.793–0.965. These values, which all exceed the minimum limit of 0.70, indicate that each indicator is able to reflect its construct strongly, so that the research instrument is declared valid and suitable for use in further analysis. Next Construct Reliability and Validity on Table 1.

Table 1. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Quality of Learning Environment (X3)	0,971	0,971	0,975	0,833
Quality of Human Resources (Y)	0,961	0,968	0,967	0,787
Talent Management (X2)	0,972	0,974	0,977	0,842
Free Nutritious Meal Program (X1)	0,981	0,984	0,984	0,885

Based on the table, all research variables show very high Cronbach's Alpha, Composite Reliability (rho\_a), and Composite Reliability (rho\_c) values, which are above the minimum limit of 0.70, so that they can be declared to meet the construct reliability criteria. The Learning Environment Quality variable (X3) had a Cronbach's Alpha value of 0.971, Composite Reliability (rho\_c) of 0.975, and AVE of 0.833. The HR Quality variable (Y) has a value of Cronbach's Alpha of 0.961, Composite Reliability (rho\_a) of 0.968, Composite Reliability (rho\_c) of 0.967, and AVE of 0.787. The Talent Management variable (X2) showed Cronbach's Alpha value of 0.972, Composite Reliability (rho\_a) 0.974, Composite Reliability (rho\_c) 0.977, and AVE of 0.842. Meanwhile, the Free Nutritious Meal Program (X1) variable had Cronbach's Alpha value of 0.981, Composite Reliability (rho\_a) 0.984, Composite Reliability (rho\_c) 0.984, and AVE of 0.885. The AVE value of all variables was also above the minimum limit of 0.50, which suggests that the construct was able to explain more than half of the variance of the indicator. Thus, all variables in this study were declared reliable and met the criteria of convergent validity, so they were suitable for use in the analysis of the next research model. Next R square on Table 2.

Table 2. R square

	R-square
Quality of HR (Y)	0,466

Based on the table, the R-square value in the Human Resource Quality (Y) variable is 0.466, while the R-square adjusted value is 0.449. This value shows that the variables of Free Nutritious Meal Program (X1), Talent Management (X2), and Quality of Learning Environment (X3) are together able to explain the variation in Human Resource Quality of 46.6%, while the remaining 53.4% is influenced by other variables outside the research model that were not studied in this study. Based on the R-square value interpretation criteria, a value of 0.466 can be categorized as a moderate influence, which shows that the research model has a fairly good ability to explain dependent variables. Next Bootstrapping on Table 3.

Table 3. Bootstrapping

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Quality of Learning Environment (X3) -> Quality of HR (Y)	0,415	0,413	0,095	4,377	0,000
Talent Management (X2) -HR Quality > (Y)	0,393	0,387	0,096	4,111	0,000
Free Nutritious Meal Program (X1) -> HR Quality (Y)	0,365	0,364	0,098	3,742	0,000

The test results showed that the quality of the learning environment (X3) had a positive and significant effect on the quality of human resources (Y) with a path coefficient value of 0.415, a t-statistical value of 4.377, and a p-value of 0.000. This shows that the better the quality of the learning environment available in schools, the improvement in the quality of human resources will also increase. Furthermore, talent management (X2) also had a positive and significant effect on the quality of human resources (Y) with a path coefficient value of 0.393, a t-statistic value of 4.111, and a p-value of 0.000. These results show that good management of student talent through the identification, development, and coaching of student potential can contribute significantly to improving the quality of human resources.

In addition, the Free Nutritious Meal Program (X1) has a positive and significant effect on the quality of human resources (Y) with a path coefficient value of 0.365, a t-statistical value of 3.742, and a p-value of 0.000. This shows that the implementation of a good free nutritious meal program can support health, learning concentration, and readiness of students in participating in the learning process, thereby contributing to improving the quality of human resources. The Influence of Leadership Style on the Effectiveness of Free Nutritious Eating Programs.

The results of the hypothesis test show that the Free Nutritious Meal Program has a positive and significant effect on the quality of human resources in public elementary schools. This is shown by the path coefficient value of 0.365, the t-statistical value of 3.742, and the p-value of 0.000, so that the first hypothesis is accepted. These findings show that the better the implementation of the Free Nutritious Meal Program in public elementary schools, the better the quality of students' human resources.

This research is in line with Human Capital Theory which states that health is one of the important components in the formation of human capital. This theory explains that individuals who have good physical and mental conditions tend to have higher learning abilities and productivity than individuals who are malnourished. With the fulfillment of nutritional

needs through the Free Nutritious Meal Program, students have a healthier physical condition, better study concentration, and more optimal learning readiness, so that the process of forming the quality of human resources can take place more effectively.

This research is also in line with the research which states that the nutritious meal program in schools is able to increase students' focus and learning readiness. Research also shows that the Free Nutritious Meal Program is a strategic policy of the government in overcoming nutritional problems while improving the quality of human resources in school-age children. Thus, the Free Nutritious Meal Program serves not only as a social assistance program, but also as a long-term investment in human resource development [9]. The Influence of Talent Management on the Quality of Human Resources.

The results of the hypothesis test show that talent management has a positive and significant effect on the quality of human resources in public elementary schools. This is shown by the path coefficient value of 0.393, the t-statistical value of 4.111, and the p-value of 0.000, so that the second hypothesis is accepted. The results of this study show that the better the talent management of students in schools, the more the quality of human resources produced [10]. The results of this study are in line with *Human Capital Theory* which explains that the development of individual skills, competencies, and potential is a form of educational investment that can increase the value of human capital. This theory proves that education and training play an important role in increasing the productive capacity of individuals in the long run. Through the implementation of talent management in schools, the potential of students can be identified and developed systematically so that they are able to improve students' academic and non-academic abilities as part of the process of forming quality human resources [11].

This research is also supported by research which states that the implementation of effective talent management can improve the quality of human resources through the process of identifying potential, developing talents, and continuing coaching. Research It also shows that talent management has an important role in increasing the capacity and productivity of human resources through targeted competency management. In addition, It was also found that talent management has a positive and significant effect on improving individual performance in the organization [12].

The Influence of the Quality of the Learning Environment on the Quality of Human Resources. The results of the hypothesis test show that the quality of the learning environment has a positive and significant effect on the quality of human resources in public elementary schools. This is shown by the path coefficient value of 0.415, the t-statistical value of 4.377, and the p-value of 0.000, so that the third hypothesis is accepted. These findings show that the better the quality of the learning environment in

schools, the better the quality of students' human resources [13].

The results of this study are in line with Human Capital Theory which explains that the learning environment is an important supporting factor in the process of forming human capital. This theory makes it clear that the success of educational investment is not only influenced by individual abilities, but also by the environment that supports the learning process. A conducive, safe, and comfortable learning environment allows students to learn more optimally so as to be able to improve their cognitive and non-cognitive capacity [14].

This research is also supported by research which shows that learning facilities, teaching quality, and academic atmosphere have a significant influence on student learning achievement. Research also explains that classroom comfort, adequate infrastructure, and a positive learning climate are able to increase student motivation and involvement in the learning process. Therefore, the quality of the learning environment is one of the important factors in improving the quality of human resources from the basic education level [15] [16].

The Influence of Free Nutritious Meal Programs, Talent Management, and the Quality of the Learning Environment on the Quality of Human Resources. The results of the study show that the Free Nutritious Meal Program, talent management, and the quality of the learning environment together affect the quality of human resources in public elementary schools. This is shown by the R-square value of 0.466, which means that the three variables are able to explain the variation in the quality of human resources by 46.6%, while the remaining 53.4% is influenced by other factors outside the research model [17] [18].

This research is in line with Human Capital Theory which explains that the formation of the quality of human resources is the result of multidimensional investment that includes health, education, and the supportive environment. That human resource development cannot be done through one type of intervention alone, but through a combination of various factors that support each other in increasing individual capacity [19] [20]. Thus, the Free Nutritious Meal Program plays a role in improving the health and learning readiness of students, talent management plays a role in developing students' potential and competence, while the quality of the learning environment plays a role in creating conducive learning conditions. The integration of these three factors is able to strengthen the process of forming quality human resources from the age of basic education.

#### **4. Conclusion**

Based on the results of research and discussion on the determination to improve the quality of human resources in State Elementary Schools through the Free Nutritious Meal Program, talent management, and the quality of the learning environment, it can be concluded

as follows The Free Nutritious Meal Program has a positive and significant effect on the quality of human resources in State Elementary Schools. This shows that the implementation of a good Free Nutritious Meal Program is able to improve health, study concentration, and readiness of students in participating in the learning process. Fulfilling optimal nutritional needs is an important factor in supporting cognitive development, learning motivation, and student productivity in learning activities. Talent management has a positive and significant effect on the quality of human resources in State Elementary Schools. This shows that the management of students' potential through the process of talent identification, ability development, and continuous coaching is able to increase students' academic and non-academic capacity. With good talent management, students can develop their potential optimally so as to contribute to improving the quality of human resources. The quality of the learning environment has a positive and significant effect on the quality of human resources in State Elementary Schools. A conducive learning environment, both in terms of infrastructure, classroom comfort, and positive social interaction between teachers and students, is able to increase learning motivation, concentration, and student involvement in the learning process. This has an impact on improving the quality of human resources from the basic education level. The Free Nutritious Meal Program, talent management, and the quality of the learning environment together affect the quality of human resources in public elementary schools. This shows that the improvement of the quality of human resources is not only influenced by one factor, but by a combination of various factors that support each other, namely the fulfillment of students' nutritional needs, systematic management of student potential, and the creation of a conducive learning environment. These three factors are an important part of the human resource development process from the age of basic education. Overall, this study shows that the improvement of the quality of human resources in public elementary schools is not only determined by educational factors alone, but also influenced by the fulfillment of students' basic needs through the Free Nutritious Meal Program, the management of student potential through talent management, and the quality of the learning environment that supports the learning process optimally. Based on the results of the research on the determination to improve the quality of human resources in Public Elementary Schools through the Free Nutritious Meal Program, talent management, and the quality of the learning environment, some suggestions that can be submitted are as follows:

## References

[1] Agustini, U. (2025). Efektivitas dan Tantangan Kebijakan Program Makan Bergizi Gratis sebagai Intervensi Pendidikan di Indonesia. *Jurnal Kiprah Pendidikan*, 4(3), 362–368. DOI: <https://doi.org/10.33578/kpd.v4i3.p362-368> .

[2] Sholihah, A., & Chrysoekamto, R. (2021). Penerapan Manajemen Pengembangan Minat dan Bakat untuk Meningkatkan Potensi Siswa di Madrasah. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 1(2). DOI:

<https://doi.org/10.31538/munaddhomah.v1i2.36> .

- [3] Kevin Andreas Halomoan Tambunan, Ridha Nababan, Rimma Anisa Siagian, Roslin Naiborhu, Sintia Harianti, & Jamaludin Jamaludin. (2025). Tinjauan Kritis tentang Program Makan Bergizi Gratis terhadap Produktivitas Belajar Siswa. *Katalis Pendidikan: Jurnal Ilmu Pendidikan dan Matematika*, 2(2), 21–31. DOI: <https://doi.org/10.62383/katalis.v2i2.1428> .
- [4] Andresen, A., & Elvbakken, K. T. (2007, May). From Poor Law Society to the Welfare State: School Meals in Norway 1890s–1950s. *Journal of Epidemiology and Community Health*. DOI: <https://doi.org/10.1136/jech.2006.048132> .
- [5] Niken Wilantari, R. (2021). Peran Pendidikan dalam Peningkatan Kesejahteraan Masyarakat Pendekatan Teori Absolute Income dan Teori Investasi Modal Manusia. *Jurnal Manajemen Jayanegara*, 13(1), 20–26. DOI: <https://doi.org/10.52956/jmj.v13i1.28> .
- [6] Bandelj, N., & Spiegel, M. (2023). Pricing the Priceless Child 2.0: Children as Human Capital Investment. *Theory and Society*, 52(5), 805–830. DOI: <https://doi.org/10.1007/s11186-022-09508-x> .
- [7] Syarifah, I., Mawardi, M. K., & Iqbal, M. (2020). Pengaruh Modal Manusia terhadap Orientasi Pasar dan Kinerja UMKM. *Jurnal Ekonomi dan Bisnis*, 23(1), 69–96. DOI: <https://doi.org/10.24914/jeb.v23i1.2521> .
- [8] Eliza, F., Gistituati, N., Rusdinal, R., & Fadli, R. (2024). Analisis SWOT Kebijakan Makan Siang Gratis di Sekolah Menengah Kejuruan. *Juwara Jurnal Wawasan dan Aksara*, 4(1), 121–129. DOI: <https://doi.org/10.58740/juwara.v4i1.91> .
- [9] Mansfield, J. L., & Savaiano, D. A. (2017). Effect of School Wellness Policies and the Healthy, Hunger-Free Kids Act on Food-Consumption Behaviors of Students, 2006-2016: A Systematic Review. *Nutrition Reviews*, 75(7), 533–552. DOI: <https://doi.org/10.1093/nutrit/nux020> .
- [10] Dewi Puspaningtyas Faeni, Jumawan Jumawan, Alicia Angela Yohanas, Dinda Adelia, Elsa Santika, Nur Putri Cahyaningsih, ... Nabella Nur Afiyah. (2023). Pengaruh Manajemen Talenta terhadap Pengembangan Sumber Daya Manusia di Era Digital. *Jurnal Ilmu Manajemen, Ekonomi dan Kewirausahaan*, 3(3), 196–206. DOI: <https://doi.org/10.55606/jimek.v3i3.2467> .
- [11] Andi Weyana Nurul Khatimah, Syamsu A Kamaruddin, & A. Octamaya Tenri Awaru. (2025). Rasionalisme dalam Kebijakan Publik: Analisis Dampak Program Makan Bergizi Gratis terhadap Kesejahteraan Pelajar. *Jurnal Pengabdian Masyarakat dan Riset Pendidikan*, 3(4), 1969–1976. DOI: <https://doi.org/10.31004/jerkin.v3i4.815> .
- [12] Munira, R., Fonna, T., Nadia, S., & Marsitah, I. (2024). Pengaruh Lingkungan Belajar terhadap Prestasi Akademik Mahasiswa di Universitas Almuslim. *Jurnal Pendidikan Guru Sekolah Dasar*, 1(4), 12. DOI: <https://doi.org/10.47134/pgsd.v1i4.770> .
- [13] Fatimah, S., Rasyid, A., Anirwan, A., Qamal, Q., & Arwakon, H. O. (2024). Kebijakan Makan Bergizi Gratis di Indonesia Timur: Tantangan, Implementasi, dan Solusi untuk Ketahanan Pangan. *Journal of Governance and Policy Innovation*, 4(1), 14–21. DOI: <https://doi.org/10.51577/jgpi.v4i1.641> .
- [14] Mutiara Putri, S., Maksum, A., & Nurhasanah, N. (2025). Equality of Learning Services through ESD-Oriented RADEC in Elementary School. *PrimaryEdu: Journal of Primary Education*, 9(1), 1–15. DOI: <https://doi.org/10.22460/pej.v9i1.5317> .
- [15] Wulandari, E. R., Sumartik, S., & Firdaus, V. (2023). The Influence of Talent Management, Knowledge Management, and Job Satisfaction on Employee Performance at PT Jasamarga Pandaan Tol. *Daengku: Journal of Humanities and Social Sciences Innovation*, 3(4), 629–639. DOI: <https://doi.org/10.35877/454ri.daengku1859> .
- [16] Mohammad Ridwan, Siti Maesaroh, Siti Wulan Sari, & Suparman. (2025). Pengaruh Alokasi Pajak untuk Program

- Makan Gratis terhadap Kualitas Pendidikan: Studi Kuantitatif di Sekolah Dasar Kota Cirebon. *Journal Central Publisher*, 2(8), 2363–2371. DOI: <https://doi.org/10.60145/jcp.v2i8.490> .
- [17] Rofi'ah, R., Avira, S., Budiasih, B., & Agustin, S. K. (2022). Penggunaan Manajemen Talenta pada Manajemen Sumber Daya Manusia Sebagai Strategi Organisasi. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 6(3), 1791–1801. DOI: <https://doi.org/10.31955/mea.v6i3.2643> .
- [18] Arifin, S. R., Tanzaha, I., Ekayanti, I., & Ahmad, A. (2025). The Impact of a Free Nutritious Meal Program on Elementary School Students' Concentration Levels. *Action: Aceh Nutrition Journal*, 10(3), 790. DOI: <https://doi.org/10.30867/action.v10i3.2737> .
- [19] Kaiser, R., & Hamlin, D. (2024). The National School Lunch Program and Healthy Eating: An Analysis of Food Selection and Consumption in an Urban Title I Middle School. *Education and Urban Society*, 56(2), 143–163. DOI: <https://doi.org/10.1177/00131245221110552> .
- [20] Amiruddin Setiawan, Harti Purwanti, Hani Cahya Maulani, Fuzi Nurani Anggraeni, & Muhammad Andriana Gaffar. (2025). Analisis Kebijakan SE Dirjen Pendis No. 10 Tahun 2024 Panduan Program Makan Bergizi Gratis di Lingkungan Pesantren: Implikasi terhadap Motivasi Belajar Santri. *Khatulistiwa: Jurnal Pendidikan dan Sosial Humaniora*, 5(2), 341–355. DOI: <https://doi.org/10.55606/khatulistiwa.v5i2.5796> .