



*Regular Research*

# Port Management Integration in Government Strategy to Address the Impact of the United States' Reciprocal Tariff Policy on National Export Competitiveness

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**Abstract:** The reciprocal tariff policy implemented by the United States toward its trading partners, including Indonesia, has exerted significant pressure on the competitiveness of Indonesia's exports. Key sectors such as textiles, agriculture, and light manufacturing have been among the most affected. In this context, logistics efficiency, particularly port management as a strategic node in the export supply chain play a pivotal role. This study aims to analyze the impact of such tariff policies on Indonesia's export performance, identify structural challenges in port management, and formulate strategies for integrating port governance into national policy frameworks to enhance export competitiveness. Employing a qualitative approach, this research utilizes data collection techniques including document analysis and in-depth interviews with stakeholders in the port, logistics, and trade sectors. The findings indicate that tariff barriers undermine export competitiveness, and inefficiencies in the port system driven by poor inter-agency coordination, infrastructural disparities, and fragmented logistics policies emerge as critical constraints. The study underscores the importance of an adaptive, collaborative, and nationally coordinated port management strategy to bolster Indonesia's response to the growing pressures of global protectionism. It highlights the urgent need for comprehensive reform in port governance to strengthen Indonesia's position in the international export market.

**Keywords:** Port management, Export competitiveness, Reciprocal tariffs

## 1. Introduction

In recent decades, globalization has shaped an increasingly dynamic and interconnected landscape of international trade. Countries around the world are competing to enhance the competitiveness of their export products through various strategies, ranging from improving production efficiency to leveraging technological innovation and formulating progressive trade policies. However, amidst rising geopolitical tensions and global economic rivalries, protectionist tendencies have been resurging, particularly in developed countries.

One concrete manifestation of this protectionist trend is the implementation of reciprocal tariff policies by the United States against several of its trading partners, including Indonesia (Evenett & Fritz, 2019). These policies have directly increased costs for Indonesian exporters, thereby reducing the global competitiveness of national products. The most significant impact has been felt in key export sectors such as textiles, agricultural products, and light manufacturing—sectors that have historically contributed substantially to the country's Gross Domestic Product (GDP) and

absorbed a significant portion of the labor force (World Bank, 2022). The increase in import tariffs has rendered Indonesian products relatively more expensive in export markets, ultimately diminishing their appeal compared to goods from countries not subject to similar tariffs.

Nevertheless, these external challenges do not exist in isolation. The impact of the United States' reciprocal tariff policies becomes even more complex when interacting with various domestic structural issues, particularly within Indonesia's maritime logistics sector. As an archipelagic nation with over 17,000 islands, Indonesia heavily relies on its port system as a strategic node for connecting domestic production centers to global markets. The effectiveness and efficiency of this port system play a crucial role in ensuring the smooth flow of export-import goods while simultaneously reducing national logistics costs.

Unfortunately, Indonesia's port system continues to face a range of fundamental challenges. Disparities in port capacities, limited cargo handling equipment, low levels of digitalization, and weak inter-agency coordination remain key factors contributing to inefficiencies (UNESCAP, 2020; KPPIP, 2021). These conditions result in prolonged vessel waiting times (dwelling time), increased logistics costs, and low reliability of delivery schedules. In the context of an increasingly competitive global trade environment that prioritizes speed and certainty, such obstacles significantly undermine Indonesia's export competitiveness.

Previous studies have emphasized the importance of logistics efficiency, especially in the maritime sector as a key determinant of a country's export competitiveness. Christopher (2016) highlighted the need for an agile and integrated supply chain to cope with the fast-changing dynamics of global markets. Similarly, Gereffi (2019) underscored the importance of maritime connectivity and the integration of ports into global value chains (GVCs) as prerequisites for effective participation in international trade. In this context, ports are no longer merely physical infrastructure but strategic institutions that play a vital role in ensuring the resilience and sustainability of

national exports.

Regrettably, academic research explicitly examining the relationship between protectionist tariff policies and the performance of maritime logistics in relation to Indonesia's export competitiveness remains relatively limited. Most existing literature tends to separate the analysis of macroeconomic trade aspects from the technical aspects of port operations, without exploring their systemic interlinkages and interactions. Yet, a holistic and integrative approach is essential to understanding the root causes of the problem and formulating comprehensive policy solutions.

This study aims to fill this gap by simultaneously analyzing the interaction between external pressures, in the form of reciprocal tariff policies, and internal challenges, in the form of port system inefficiencies, in influencing Indonesia's export competitiveness. Specifically, the primary objectives of this research are as follows: (1) To analyze the impact of the United States' reciprocal tariff policies on Indonesia's export performance; (2) To identify structural challenges in national port management that exacerbate the effects of such policies; (3) To formulate port management reform strategies based on integration and digitalization as a strategic response to strengthen national export competitiveness.

## 2. Materials and Methods

This study employs an exploratory qualitative approach to gain an in-depth understanding of systemic dynamics in national port management and their implications for export competitiveness. In-depth interviews were conducted with key actors in the port and logistics sectors, including port authorities, export business players, logistics associations, and officials from relevant ministries. A purposive sampling technique was applied to ensure the participation of informants with direct knowledge and experience related to the issues being investigated [6]. Data analysis was carried out using a thematic approach based on the method proposed by [7], enabling the identification of narrative patterns in the experiences, perceptions, and strategies of the

involved actors.

The research adopts a qualitative approach with an exploratory case study design to comprehensively examine how integrated port management strategies can serve as policy instruments in responding to the impact of the United States' reciprocal tariff policy on national export competitiveness. This approach was chosen because it allows the researcher to explore complex phenomena holistically, especially within the context of multidimensional and dynamic port governance and policymaking [8].

**Research Focus.** The study focuses on three main aspects, formulated in the research questions: (1) The impact of reciprocal tariff policies on Indonesia's export competitiveness; (2) Structural challenges in national port management; (3) The integration of port management strategies within government policy to enhance export competitiveness. This approach allows the researcher to systematically examine the interplay between international policies and domestic strategies. The data in this study were collected using three main techniques, namely es: (1) Document Study. This involved an examination of policy documents, port performance reports, export-import data from the Ministry of Trade, and regulations concerning port management and international trade. The document study served as a foundation for understanding the normative framework and actual policies relevant to the research topic [9]. (2) In-depth Interviews. Semi-structured interviews were conducted with key informants, including officials from the Ministry of Transportation and the Ministry of Trade, port management authorities (e.g., PT Pelindo), exporter associations, and maritime economics scholars. The purposive sampling technique was employed to select informants with direct experience and substantial insight into the issues under investigation [10]. (3) Limited Participatory Observation. Observations were carried out at several major ports that serve as hubs for export activities, such as Tanjung Priok Port and Tanjung Perak Port. These observations aimed to contextualize port management practices and assess their influence on the

efficiency of export flows.

**Data Analysis Technique.** The collected data were analyzed using thematic analysis, as developed by [11]. The analysis process involved stages of open coding, grouping codes into themes, and thematic interpretation based on narrative constructions emerging from field data. This approach enabled the researcher to identify patterns, relationships between themes, and new findings relevant to the research problem.

**Data Validation.** To ensure the validity of the data, source and method triangulation techniques were employed. Validation was performed by comparing information derived from documents, interview results, and observational findings. Additionally, member checking was conducted with selected informants to confirm the accuracy of the researcher's interpretations [12].

**Research Sites and Subjects.** The research was conducted at major ports that play a strategic role in national exports. The selection of these locations was based on the level of export activity, integration into international trade routes, availability of data, and access to key information. The research subjects included actors directly involved in trade policymaking, port management, and the export supply chain.

### 3. Results

#### 3.1. Analysis of the Impact of the United States' Reciprocal Tariff Policy on Indonesia's Export Performance

The findings of this study indicate that the reciprocal tariff policy imposed by the United States on Indonesian export products has had a tangible impact, particularly as perceived by exporters in the manufacturing and agricultural sectors. Among the 20 respondents, business actors and policymakers a majority (75%) were aware of the policy, although their depth of understanding regarding its specific details varied. Most respondents (65%) stated that the policy had a significant effect on national export performance. This impact is reflected in the declining competitiveness of Indonesian products, increased production costs (60%), and

disruptions in export pricing structures. The sectors most affected were textiles, electronics, automotive, and agriculture. Respondents noted that government efforts to mitigate the policy's effects have been insufficient, and they recommended market diversification and improvements in product quality as adaptive strategies. Additionally, while the role of international organizations such as the WTO was acknowledged, some respondents questioned their effectiveness in addressing such protectionist measures.

Furthermore, the study highlights perceptions regarding the strategic role of national ports as critical in supporting Indonesia's export logistics efficiency. Most respondents demonstrated a solid understanding of the importance of ports as key nodes in the export supply chain. However, the transformation of port management is viewed as still being suboptimal, fragmented, and not fully aligned with global challenges such as regional competition, logistics efficiency demands, and technological integration. The main challenges identified include limitations in physical infrastructure, convoluted inter-agency bureaucracy, lack of institutional synergy, and minimal use of information technology. These issues have led to problems such as shipping delays and increased logistics costs, which directly reduce national export competitiveness. Respondents proposed comprehensive port management reforms, including digital service implementation, increased investment, and adoption of advanced technologies such as blockchain and smart contracts.

### **3.2. Structural Challenges in National Port Management that Exacerbate the Impact of the Policy.**

A deeper examination of the study's findings reveals that the integration of port management in Indonesia faces several significant structural challenges. The key obstacles identified include weak inter-agency coordination, inadequate information systems, and the absence of harmonized regulatory standards. Most respondents expressed that existing government policies are not sufficiently

responsive to the complexity of the problems, primarily due to limited budget allocations and insufficient attention to port integration programs. Moreover, international tariff policies further undermine the efficiency of goods flow and contribute to rising logistics costs.

### **3.3. Integrated and Digitalized Port Management Reform Strategies as a Strategic Response to Strengthen National Export Competitiveness.**

In response to these challenges, respondents recommended several strategic measures, including strengthening the legal framework, establishing a national port authority, integrating data systems, and enhancing human resource quality. The role of digital technology and international cooperation, particularly in technology transfer and harmonization of global logistics standards—was also considered vital. Respondents' enthusiasm for the importance of integrated port management was reflected in the 70% who expressed willingness to be actively involved in further research and policy development processes.

## **4. Discussion**

The findings of this study reveal several important insights regarding the understanding and responses of Indonesian export sector stakeholders to the reciprocal tariff policy implemented by the United States. Based on the data, most respondents (75%) are aware of the policy, although the depth of their understanding varies significantly. Only 15% of respondents reported having a very good understanding of the policy, while more than half (45%) claimed to have a good understanding. The remaining 40% demonstrated limited or no understanding of the policy at all. This indicates that, although the U.S. tariff policy toward Indonesia is relatively well-known, comprehensive understanding of its details remains limited among export sector actors.

Furthermore, the impact of the tariff policy on Indonesian exports emerged as a key issue in this research. A significant proportion of

respondents (65%) believed that the policy has had a substantial impact, with 20% perceiving the impact to be highly significant. However, a small number of respondents reported either not experiencing any notable impact or being unaware of its consequences, reflecting a degree of disparity in the perception of the policy's effects.

The manufacturing sector, particularly in the textile, electronics, and automotive industries, was identified as the most affected. This reflects the sector's reliance on export markets and its sensitivity to tariff policies. The agricultural sector also experienced some impact, albeit to a lesser extent.

The effects on the competitiveness of Indonesian products were clear. Many respondents (55%) felt that the competitiveness of Indonesian products had declined, while 30% observed no change, and only a small portion perceived an increase in competitiveness.

In addition to competitiveness, the tariff policy also influenced product pricing and production costs. Most respondents (60%) reported an increase in production costs, which inevitably affects the price competitiveness of Indonesian products in the global market. Furthermore, 25% of respondents noted that product prices had risen as a direct result of the tariff policy. These findings suggest that the tariff policy affects not only competitiveness but also cost-related factors, which are crucial in shaping export strategies.

However, responses regarding the effectiveness of government and business sector efforts to mitigate the impacts of the tariff policy were mixed. Approximately 30% of respondents believed that these efforts were reasonably significant, but the majority (45%) felt that the measures taken have not been effective in addressing the resulting challenges.

As a response to the impact of tariff policies, the majority of respondents recommended diversifying export markets, particularly targeting countries in Asia and the Middle East, which are perceived to offer greater and more stable market potential. In addition, improving product quality is considered a critical step in enhancing the global competitiveness of Indonesian exports. Another

suggestion is to strengthen negotiations with the United States in pursuit of mutually beneficial outcomes, alongside increasing international promotional efforts to broaden the visibility of Indonesian products abroad.

Equally important is the role of international organizations such as the World Trade Organization (WTO), which was acknowledged by most respondents as a key factor in addressing the consequences of tariff policies. While a minority expressed doubts about the WTO's effectiveness, the majority believe that this institution can contribute meaningfully to advocating for the interests of developing countries like Indonesia.

In open-ended responses, many participants expressed the hope that the Indonesian government would adopt a more proactive and long-term export strategy, rather than merely reacting to the trade policies of other nations. Some respondents proposed the provision of fiscal incentives for exporters and continuous training programs for MSMEs engaged in export activities—groups that are often the most vulnerable to the impacts of international trade policies. These suggestions reflect the need for greater governmental attention to strengthening the export sector through empowerment of small and medium enterprises.

Additionally, five respondents emphasized the importance of transparency in trade policy formulation and the inclusion of business actors in the decision-making process. This is regarded as a critical step toward improving the effectiveness of Indonesia's future export strategies. On a related note, a strong interest in participating in follow-up interviews highlights that the issue of tariff policy is indeed a serious concern among export sector actors, who wish to contribute more actively to shaping policies that directly affect them.

Overall, the research findings indicate significant concern about the impact of the U.S. reciprocal tariff policy on Indonesia's export sector, particularly in the manufacturing and agricultural industries. Although most respondents demonstrated a reasonable understanding of the policy, divergent perceptions remain regarding its actual impact

and the effectiveness of the proposed solutions. This underscores the need for better coordination between the government, business actors, and international institutions in responding to the challenges faced by Indonesia's export sector. In this context, a proactive export strategy focused on strengthening the competitiveness of Indonesian products in the global market and enhancing the country's economic diplomacy is deemed essential.

#### Port Infrastructure and Export Logistics.

The results of this study also affirm the perception that national ports are a key element in supporting the efficiency of Indonesia's export logistics. Most respondents demonstrated a strong understanding of the strategic role of ports, reflecting a high level of awareness regarding the importance of maritime infrastructure in global supply chains. This finding is consistent with previous studies emphasizing that ports are not merely physical nodes for the distribution of goods, but also hubs of economic activity that influence a country's export competitiveness (Notteboom & Rodrigue, 2012).

However, respondents' perceptions of port management transformation in recent years suggest that the changes have not been comprehensive. While some reform initiatives have been acknowledged, most respondents view these efforts as partial and insufficient in addressing the complexities of global trade challenges. This indicates a gap between policy formulation and field-level implementation, which is often hindered by structural factors.

The most prominent structural challenges identified in the study encompass four main aspects: limited infrastructure, bureaucratic inefficiencies, weak inter-agency coordination, and the suboptimal use of information technology. These factors highlight that the management of Indonesia's ports still faces systemic internal obstacles. Inadequate infrastructure contributes to prolonged vessel waiting times and delayed cargo deliveries, while complex administrative procedures and weak coordination hinder overall operational efficiency. On the other hand, the underutilization of digital technology reflects a

low level of digitalization within the port logistics system.

The consequences of these structural constraints are considerable for national export performance. Respondents indicated that delays in delivery and high logistics costs are direct outcomes of these issues. This aligns with findings from the World Bank (2023), which reported that logistics efficiency, including port performance, is a major determinant of the competitiveness of export products in international markets. The inability of national ports to respond to global challenges such as rising trade volumes, international standardization, and the adoption of new technologies further erodes Indonesia's competitive position in the export sector.

In response to these issues, the respondents proposed several strategic recommendations. These include increasing investment in port infrastructure, simplifying bureaucratic processes, and strengthening coordination among relevant institutions. Moreover, there is strong support for comprehensive digitalization of port services. In this context, the adoption of technologies such as blockchain and smart contracts is seen as an innovative solution that can enhance transparency, accelerate administrative procedures, and reduce the risk of data manipulation. These technologies also enable real-time integration of logistics systems, which is increasingly essential in a fast-paced and digitally driven global trade environment.

Therefore, structural improvements and digital transformation in port management are essential prerequisites for enhancing national logistics efficiency. Strengthened collaboration among the government, business actors, and other stakeholders is necessary to ensure that Indonesian ports can effectively adapt to global demands while sustainably improving the country's export competitiveness.

#### Challenges and Strategic Recommendations for Port Management Integration in Indonesia.

The findings of this study indicate that the integration of port management in Indonesia continues to face a range of structural and institutional challenges. Limited port

infrastructure emerges as the most dominant issue, further exacerbated by weak inter-agency coordination and the suboptimal utilization of information technology within the national logistics system. These obstacles have directly contributed to a decline in port operational efficiency, resulting in delays in cargo delivery and increased logistics costs—factors that ultimately hinder the competitiveness of Indonesia's exports. These findings align with previous research [13], which asserts that port efficiency is heavily influenced by the integration of robust infrastructure and institutional frameworks as fundamental components of a smooth international supply chain.

In addition, respondents highlighted overlapping regulations as a major barrier to achieving cross-sectoral synergy. The lack of policy harmonization between central and local authorities, as well as between port institutions and trade authorities, has created uncertainty and slowed the integration process. This reinforces the argument made by [13], who noted that decentralization of port authority without a coordinated national system tends to reduce overall port management effectiveness.

A significant portion of respondents also believe that current government policies have not sufficiently addressed these challenges, primarily due to budgetary constraints and the lack of prioritization for port integration programs. This underscores the notion that institutional reform requires strong fiscal support and a long-term commitment, as emphasized by [14] in their study on the role of government in port reform in developing countries.

Moreover, international tariff policies were identified as significant external factors influencing domestic port management dynamics. Approximately 60% of respondents reported that tariffs imposed by trading partners have a direct impact on cargo flows and logistics efficiency. These external pressures underscore the need for internal reforms that are adaptive to global standards. In this context, port integration is seen as a component of Indonesia's national strategy to strengthen its position in the global supply chain [15].

To address these challenges, respondents recommended infrastructure development and modernization, the adoption of digital technologies such as cargo tracking systems, and the enhancement of inter-agency coordination. Digital transformation is viewed as crucial for accelerating service delivery, improving transparency, and promoting accountability in port management. This supports the findings of [16], who reported that digitalization in the logistics sector can improve operational efficiency by up to 30% and significantly reduce logistics costs.

Furthermore, international cooperation through technology transfer, investment, and harmonization of service standards is regarded as a strategic approach to accelerating Indonesia's port integration into the global logistics system. Cross-border collaboration can expedite the adoption of best practices and bridge technology gaps, as highlighted in the UNCTAD (2023) report [17] on port modernization in developing countries.

While the government has demonstrated support for port management reform, most respondents emphasized the need for more progressive and comprehensive measures. Strategic proposals included strengthening the legal framework, increasing governance transparency, and encouraging private sector involvement as development partners. These suggestions align with the perspective of Pallis & Ng (2011) [18], who argued that private sector participation can drive efficiency and innovation in port sectors through public-private partnership (PPP) models.

Additional recommendations from respondents, such as the establishment of a national port authority, inter-agency data system integration, and capacity building for human resources, represent systemic steps essential to creating a more integrated port governance structure. Human capital readiness is a critical component in both digital and institutional transformation processes, as demonstrated in ASEAN port studies (Zhang et al., 2019) [19].

The high level of participation and willingness among respondents to engage in further interviews (70%) reflects a strong

concern among stakeholders regarding this issue. Their active involvement underscores that port management integration is not merely a technical matter but a strategic national agenda requiring cross-sectoral and multi-level government collaboration.

## 5. Conclusions

This study reveals that although the majority of Indonesian export actors are aware of the United States' reciprocal tariff policy, in depth understanding remains limited, resulting in varying perceptions of the policy's effects. The manufacturing and agricultural sectors are the most affected, particularly through a decline in competitiveness driven by rising production costs and higher product prices.

On the other hand, national ports serving as critical nodes in the export logistics chain have yet to be managed optimally. Structural barriers such as inadequate infrastructure, complex bureaucratic procedures, weak institutional coordination, and low levels of digitalization within the logistics system present major challenges. These issues have significantly reduced operational efficiency and increased logistics costs, further undermining Indonesia's export competitiveness..

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