


**POLICY IN THE PORT SERVICES INDUSTRY FOR REGIONAL EMPOWERMENT IN
INDONESIAN MARITIME DEFENSE**

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 14 April 2023</p> <p>Accepted 13 July 2023</p> | <p>Purpose: This study aims to analyze the Implementation of the Integrated Service Policy for Port Services to Support the Empowerment of the Maritime Defense Area. The port's function is to support the smoothness, security, and orderliness of the flow of ship, passenger, and ship traffic or goods, sailing safety and security, intra-and/or inter-modal movement places and encouraging the national and regional economy while taking into account regional spatial planning.</p> |
| <p>Keywords:</p> <p>Policy; Integrated Port Services; Empowerment of Maritime Defense Areas.</p> | <p>Theoretical framework: This study discusses several theoretical frameworks which include Policy Implementation, Integrated Port Services, and Empowerment of Maritime Defense Areas. The theory of Public Policy Implementation is used for establishes a communication model and implementation analysis, with a very strong emphasis on what influences the acceptance or rejection of messages across layers of government and the inhibiting and enabling factors.</p> |
|  | <p>Design/Methodology/Approach: The research method used is descriptive qualitative, with research analysis on policy implementation consisting of <i>the content of policy</i> and <i>context of implementation</i>, where existing services involve many interests and port management. Data analysis techniques using qualitative descriptive analysis followed four stages, namely data collection, data reduction, data presentation as well as conclusions and verification.</p> <p>Findings: The results of the research are: 1) The performance process of loading and unloading activities at the Port of Tanjung Perak Surabaya to support the empowerment of the maritime dimension defense area has been going well, 2) Performance results loading and unloading activities at Tanjung Perak Port in Surabaya to support the empowerment of the maritime dimension defense area have been carried out properly and can accommodate all port institutions, 3) There are supporting factors for the implementation of Integrated Service Policy, the existence of regulations that support the implementation of Service policies, 4) There are inhibiting factors, namely the absence of a central decision-making institution, Separate Container locations, Suboptimal Guidance Shipping Channels.</p> <p>Research, practical & social implications: The benefits obtained in this study are obtaining the most appropriate policy model <i>namely The Integrated Port Policy for Excellent Service (IPPSE) and High Technology-Based Port Area Synergy Regulations</i> to improve Service Security and Convenience at the Port of Tanjung Perak Surabaya to support the maritime dimension defense area.</p> <p>Originality/Value: The value of this study stems from its handling of one of the important sectors, namely the Port service industry sector and regional empowerment</p> |

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in Indonesian maritime defense because this sector is considered the most important and effective in the economic development.

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POLÍTICA NA INDÚSTRIA DE SERVIÇOS PORTUÁRIOS PARA O EMPODERAMENTO REGIONAL NA DEFESA MARÍTIMA INDONÉSIA

RESUMO

Objetivo: O presente estudo visa analisar a aplicação da política de serviços integrados para os serviços portuários, a fim de apoiar a capacitação da área de defesa marítima. A função do porto é apoiar a fluidez, a segurança e a ordenação do fluxo de navios, passageiros e tráfego de navios ou mercadorias, a segurança da navegação, os locais de movimentação intra e/ou intermodais e incentivar a economia nacional e regional, tendo em conta o ordenamento do território regional.

Estrutura teórica: Este estudo discute várias estruturas teóricas que incluem implementação de políticas, serviços portuários integrados e capacitação das áreas de defesa marítima. A teoria da Implementação de Políticas Públicas é usada para estabelecer um modelo de comunicação e análise de implementação, com uma ênfase muito forte sobre o que influencia a aceitação ou rejeição de mensagens entre as camadas do governo e os fatores inibidores e capacitantes.

Design/Metodologia/Abordagem: O método de pesquisa utilizado é qualitativo descritivo, com análise de pesquisa sobre a implementação de políticas consistindo no conteúdo da política e no contexto da implementação, onde os serviços existentes envolvem muitos interesses e gestão portuária. As técnicas de análise de dados utilizando a análise descritiva qualitativa seguiram quatro fases, nomeadamente a recolha de dados, a redução de dados, a apresentação de dados, bem como as conclusões e a verificação.

Constatações: Os resultados da investigação são os seguintes: 1) O processo de desempenho das atividades de carga e descarga no porto de Tanjung Perak Surabaya para apoiar a capacitação da área de defesa da dimensão marítima tem corrido bem, 2) Resultados de desempenho das atividades de carga e descarga no porto de Tanjung Perak em Surabaya para apoiar a capacitação da área de defesa da dimensão marítima têm sido realizados corretamente e podem acomodar todas as instituições portuárias, 3) Existem fatores de apoio para a implementação da Política Integrada de Serviços, a existência de regulamentos que apoiam a implementação de políticas de serviços, 4) Existem fatores inibidores, nomeadamente a ausência de uma instituição central de tomada de decisão, Data Locais de contêineres, Canais de Envio de Orientação Subótimos.

Pesquisa, implicações práticas e sociais: Os benefícios obtidos neste estudo estão obtendo o modelo de política mais adequado, a saber, a Política Portuária Integrada para Excelente Serviço (IPPSE) e os Regulamentos de Sinergia de Área Portuária de Alta Tecnologia para melhorar a Segurança e Conveniência do Serviço no Porto de Tanjung Perak Surabaya para apoiar a área de defesa da dimensão marítima.

Originalidade/Valor: O valor deste estudo decorre de seu manejo de um dos setores importantes, a saber, o setor de serviços portuários e capacitação regional na defesa marítima indonésia, porque este setor é considerado o mais importante e eficaz no desenvolvimento econômico.

Palavras-chave: Política, Serviços Portuários Integrados, Capacitação de Áreas de Defesa Marítima.

POLÍTICA EN LA INDUSTRIA DE SERVICIOS PORTUARIOS PARA EL EMPODERAMIENTO REGIONAL EN LA DEFENSA MARÍTIMA DE INDONESIA

RESUMEN

Objetivo: El objetivo de este estudio es analizar la aplicación de la política de servicios integrados para los servicios portuarios, con el fin de apoyar la formación de la zona de defensa marítima. La función del puerto es apoyar el flujo, la seguridad y el flujo ordenado de los buques, los pasajeros y el tráfico de buques o de carga, la seguridad de la navegación, los lugares de transporte intramodal y/o intermodal y alentar la economía nacional y regional, teniendo en cuenta la planificación espacial regional.

Estructura teórica: En este estudio se analizan varias estructuras teóricas, entre ellas la aplicación de políticas, los servicios portuarios integrados y el empoderamiento de la zona de defensa marítima. La teoría de la implementación de políticas públicas se utiliza para establecer un modelo de comunicación y análisis de implementación, con un fuerte énfasis en lo que influye en la aceptación o rechazo de mensajes entre capas gubernamentales y factores inibidores y condensadores.

Diseño/Metodología/Enfoque: El método de búsqueda utilizado es cualitativo y descriptivo, con análisis de la investigación de la aplicación de políticas que consiste en contenido de políticas y contexto de implementación, donde los servicios existentes implican muchos intereses de gestión portuaria. Las técnicas de análisis de datos

mediante análisis descriptivo cualitativo siguieron cuatro pasos, a saber, la reunión de datos, la reducción de datos, la presentación de datos, así como las conclusiones y la verificación.

Conclusiones: Los resultados de la investigación son los siguientes: 1) Se ha desarrollado adecuadamente el proceso de realización de las actividades de carga y descarga en el puerto de Tanjung Perak Surabaya para apoyar la zona de defensa de la dimensión marítima, 2) Resultados de las actividades de carga y descarga en el puerto de Tanjung Perak en Surabaya para apoyar la formación de la zona de defensa marítima, que pueden dar cabida a todas las instituciones portuarias (3) Existen factores de apoyo a la aplicación de la Política de Servicios Integrados, la existencia de regulaciones que apoyen la implementación de políticas de servicios, (4) Existen inhibidores como la ausencia de una institución central de toma de decisiones, la Fecha de Contenedor Local, Canales de Orientación Subóptimos.

Investigación, implicaciones prácticas y sociales: Los beneficios obtenidos en este estudio están obteniendo el modelo de política más apropiado, a saber, la Política Integrada de Puertos para un Servicio Excelente (IPPSE) y el Reglamento de Sinergia de la Zona Portuaria de Alta Tecnología para mejorar la seguridad y la comodidad del servicio en el Puerto de Tanjung Perak Surabaya para apoyar el área de defensa de la dimensión marítima.

Originalidad/Valor: El valor de este estudio se deriva de su manejo de uno de los sectores importantes, a saber, el sector de los servicios portuarios y la cualificación regional en la defensa marítima indonesia, ya que este sector se considera el más importante y eficaz en el desarrollo económico.

Palabras clave: Política, Servicios Portuarios Integrados, Acreditación de Áreas de Defensa Marítima.

INTRODUCTION

The National Port Order is a port system that contains roles, functions, types, port hierarchies, the National Port Master Plan, and port locations as well as intra- and intermodal integration as well as integration with other sectors. Port administration has the function of preparing operational work plans for port service activities together with government agencies. Also carrying out airport ownership, ship safety, ship measurement, and registration, as well as maritime service activities (Arslan et al, 2023).

Public policy on the National Port Order was made to solve the problems faced by port users and to achieve the desired goals and objectives. In this sense, at least public policy has at least three elements. First, every public policy is always aimed at solving public problems. Second, public policy contains a series of actions taken to solve public problems. Third, the action is carried out by stakeholders, not only the government but allows the involvement of other stakeholders, such as the private sector and civil society. Public policies made and issued by the state are expected to be a solution to these problems. Policy Implementation According to Berestetska et al (2023), policy implementation is by determining the implementing unit which consists of the ranks of the public bureaucracy, starting from the highest level to the lowest. However, we need to understand that the implementation of public policy is not only carried out by bureaucratic ranks but also involves other actors such as the general public and community organizations as executors. The executors of public policies must obey and comply with applicable laws. Therefore, it is necessary to have a control system and open

communication between policymakers and implementers to achieve effective implementation (Bandonno et al, 2022).

Integrated Service Research on port services is necessary because the regulatory articles on implementation are still not as expected and have not been fully implemented properly, this is related to maritime economic activities and maritime stakeholders who have not been integrated into one unified system. Maritime economic activities include Guidance service activities, channeling services, container terminal stacking services, ship navigation services, and stevedoring services. In addition to the maritime service activities above, some maritime stakeholders have not been integrated in seeing the problem of how to manage ship safety and security and protect the maritime environment in the waters of the Perak Port of Surabaya. system due to the existence of *the Greater Surabaya Metropolitan Ports* (GSMP) area, and the existence of a warship weapons manufacturing industrial area, namely PAL Company and the Indonesia Navy military area, and the Indonesia Navy Fleet Base.

In the implementation of an integrated port services policy, there are several supporting factors, namely the existence of regulations, the availability of equipment, and the availability of an adequate system. While some of the inhibiting factors are the lack of adequate human resources, equipment, and technology, limited infrastructure, and superstructure, insecurity, and disorder in the implementation of operations in loading and unloading services resulting in operational delays in loading and unloading activities (Chunikhina et al, 2023).

The existence of these inhibiting factors must be taken corrective steps so that the ship loading and unloading process can take place smoothly, quickly, and on time. The Integrated Service Policy for Port Services must be fully implemented by every existing port, including at the Port of Tanjung Perak with due regard to aspects of ship safety and security as well as protection of the maritime environment. If the above problems are related to aspects of ship safety and security as well as protection of the maritime environment, of course, it cannot be separated from the geographical position of the Port of Tanjung Perak which is very strategic, so that Empowerment of the Defense Matra Laut Area or Dawilhanla is needed which is all efforts, work, and activities related to planning, coaching, development, deployment, and control as well as utilization of all existing national potential in the region to become a defense force to realize a formidable Combat Condition Tool Room in the context of supporting the interests of national defense at sea which are carried out through Maritime Potential Development.

For this reason, it is necessary to develop a policy model which is a direction of action that has a purpose and is determined by an actor in overcoming a problem or problem, an action that leads to a goal proposed by a person, group, or government in a certain environment in connection with the existence of certain obstacles while looking for opportunities to achieve goals or realize the desired goals. Based on these problems above, the purpose of this study is to make an in-depth analysis of the Implementation of the Integrated Service Policy on Port Services to Support the Empowerment of Maritime Defense Areas in Indonesian territory.

MATERIALS AND METHODS

Previous Research

Research conducted by Fedi & Swanson (2019) found that although there are still several obstacles in the implementation of Surabaya Kalimas Port, the government's role in managing seaports from the perspective of the Regulation of the Minister of Transportation of the Republic of Indonesia Number: PM 146 of 2016 already good and by the theory of policy implementation. In contrast to Hakim's research (2022) which found that the Implementation of the Policy on the Management of Integrated Areas and the Deepening of Shipping Channels when implemented in the field was not following its designation. Meanwhile, Galvao et al (2017) showed that the management of river ports to be effective and efficient is to comply with Government Regulation No. 38 of 2007 consistently and understand their respective roles in the management of river ports. Research by Nguyen et al (2022) shows that in general Inaportnet in Tanjung Perak has been running well, it can be seen from the preparedness carried out by the Tanjung Perak Port Authority and PT Indonesian Port Company Tanjung Perak Branch. Popa's research (2020) shows that the role of port facilities in supporting smooth loading and unloading activities at the Jamrud Terminal Division is strongly influenced by road, border, and vender facilities.

Based on the studies that have been carried out by several previous researchers, several important conclusions have been obtained which are considered relevant to the study to be carried out. Some important conclusions from previous studies include: first, that the study of the implementation of integrated port services policies in the port management program by the port authority at Tanjung Perak Surabaya, in general, can be studied from various perspectives. The various perspectives referred to in previous research are (a) Its implementation allows port authorities to develop into a real digital hub and neutral data manager (b) Integrated ports as a functional component in the global supply chain (c) Integration of maritime policy with the

Navy as a leading sector that synergizes with other maritime security institutions (d) The port privatization policy remains a very political and politicized issue (e) The concept of *Port Service Quality* and its impact on customer satisfaction (f) Policy implementation in Kalimas port management. Second, the study of the implementation of integrated port services policies in the port management program by the port authority at Tanjung Perak Surabaya, the study emphasized the implementation of public administration in port management. Third, previous studies also showed that implementation research in the public sector was generally not only carried out using quantitative analysis but can also use qualitative analysis methods.

Based on the results of a literature review of the previous studies described above, several differences or *novelties were found* in this study. The following are some of the novelties of this research with previous studies, namely:

- a. This research focuses on evaluating the Implementation of the Port Services Integrated Service Policy to Support the Empowerment of Maritime Defense Areas.
- b. This research focuses on the application of Government Regulation Number 31 of 2021 concerning the Implementation of the Shipping Sector in implementing the Integrated Service Policy for Port Services to Support the Empowerment of the Marine Spell Defense Area
- c. This research focuses on evaluating the implementation of the Integrated Service Policy Implementation for Port Services to Support the Empowerment of the Sea Spell Defense Area at the Port of Tanjung Perak, Surabaya.

If we pay attention to the issue of public service policy, then the problem of public service delivery, especially in Surabaya's Silver Port, the main problem of public service today is related to improving the quality of the service itself. According to Albrecht and Zemke (1990), the quality of public services is the result of the interaction of various aspects, namely the service system, the human resources of service providers, strategy, and customers. While Mohammad (2003), states that quality service is very dependent on aspects such as how the pattern of implementation, human resource support, and managing institutions. In terms of the pattern of implementation, public services in Indonesia still have various weaknesses, including (1) less *responsive*, (2) less *informative*, (3) less *accessible*, (4) less *coordination*, (5) *bureaucratic*, (6) less *willing to hear complaints/suggestions/aspirations of the community*, and (7) *inefficiency*.

The function of implementing the policy is to create a relationship that enables goals - the goals or objectives of state policy are manifested as *the outcome* (outcome) of activities

carried out by the government. Because of this, the implementation function also includes passing on what is in state policy science (*policy science*) is called *the Policy Delivery System*, which usually consists of ways or means certain designed/designed specially and directed towards the attainment of goals

Implementation of Public Policy

Several theories regarding the variables that influence the implementation of public policy, one of which is the theory of Hill & Hupe (2002). The successful implementation is influenced by two major variables, namely content policy (*content of policy*) and implementation environment (*context of implementation*). These variables include the extent to which the interests of the target group or target group are included in the content of the policy, the types of benefits received by the target group, the degree to which the desired change is from a policy, whether the location of a program is appropriate, whether a policy has specified its implementer in detail, and whether a program is supported by adequate resources. Grindle's model is determined by the content of the policy and the implementation context. The basic idea is that after the policy is transformed, then the implementation of the policy is carried out.

According to Joyce (1999) to advance a more scientific approach, as implementation studies, they established what they called a communication model for implementation analysis, with a very strong emphasis on what influences the reception or rejection of messages across layers of government. Furthermore, the third policy model was put forward by Hill & Hupe (2002), which argued that implementation is an effort to carry out policy decisions. The policy implementation model with a framework for implementation analysis (*a framework for implementation analysis*) is one of the appropriate and operational policy implementation models. According to them, the analysis of policy implementation is to identify the variables that influence the achievement of formal objectives in the entire implementation process.

Strategic Management in Integrated Services

A public service organization using the strategic foresight model also focuses on developing specific areas of expertise or capabilities, and developing collaborative efforts with other organizations it believes are necessary to ensure that the strategic vision is realized. This type of strategic management is associated with a form of intellectual leadership that is concerned with engaging the hearts and minds of managers and employees and securing their approval of set strategic directions. Foresight-based strategic models can be defined as being

based on the idea of guiding strategic action using intelligence. It has philosophical echoes in the work of pragmatists who reconcile beings' realism with idealism. They suggest the importance of imagining a future that projects what is desired in the present and planning a path to that future (Malisan & Tresnawati, 2019).

Robertus & Gunawan (2016) convey the belief that in the future, working through the strategic planning process will not occur as a 'one-day affair' or as a joint effort'. They argue that it is necessary for organizations to iteratively work through processes that lead to ongoing engagement in strategic management. Transformational strategic management draws attention to three challenges: leadership, user empowerment, and cooperative efforts with partners.

The implementation management perspective that is congruent with *governance by a transaction* can be called a performance perspective. Here management of the output takes place. In managing the policy process creating an interface is important. At the directive level before the operational level of action, an appropriate policy framework needs to be provided. Improving contract compliance is a key activity in the day-to-day process of managing relationships between organizations. At the street level, managing interactions is all about increasing and maintaining service orientation. Compliance with output targets is important. For governance through persuasion, a compatible perspective is the perspective of co-production in managing implementation. The focus is managing results as shared results (Robertus & Gunawan (2016). Managing policy processes means leaving discretion to other actors and inviting them to participate. For the management of inter-organizational relations, this implies, for example, realizing implementation partners (Ruan et al, 2018). Companies Indonesian port enjoys a monopoly on major commercial ports which is legislated as well as authority regulation of private sector ports. At almost all major ports, the Indonesian Port Company acts as both operator and sole port authority, dominating service delivery main port as listed below:

- a. Harbor waters (including canal and basin backfill) for the movement of ship traffic, anchorage, and belay.
- b. Sailing and towing vessels (tugs).
- c. Facility - port facilities for loading and unloading activities, animal management, warehouses, and yards container stacking, conventional terminal, container and bulk, and passenger terminal.
- d. Electricity, fresh water supply, garbage disposal, and telephone service for ships.
- e. Land space for offices and industrial areas.

- f. Harbor Training and medical center.

Integrated Port Services

Integrated Port Services is a solution formed by the government to correct some of the weaknesses and deficiencies in providing services to the public, especially in the areas of licensing and document management. Integrated Port Services services aim to improve the investment climate and encourage economic growth and pay attention to micro, small, and medium enterprises. Public service can be said to be effective if it is following the goals and objectives of implementing the public service, namely community satisfaction (Selvalakshmi et al, 2023).

The form of implementation of Integrated Port Services that can be seen is the existence of the inaportnet system which has been implemented at several ports. The Inaportnet system is a part of the implementation of the INSW program which is an electronic system for port document management services. Inaportnet is a container (portal) that is operated and integrated into all digital e-document-based activity patterns (Yeo et al, 2015).

Research Thinking Framework

With the implementation of an integrated service policy for port services that is fast and precise and of course professional by several *stakeholders* whose roles include (Indonesia Navy, Navigation District, Dishubla, Indonesian Port Company Regional III, Main Port Authority Office, Main Syahbandar, Surabaya Scouting, Service Users) it is necessary to have an integrated service policy model among these *stakeholders*. System dynamic theory and method integration with public policy theory to predict and construct integrated policy scenarios from stakeholders, which are then tested and simulated in a policy implementation model. According to Zainal et al (2023), the model of policy implementation is determined by the content of the policy and the context of its implementation and will be strengthened by implementation theory. public policy according to Creswell (2017), who defines what they call a communication model for implementation analysis, with a very strong emphasis on what influences the acceptance or rejection of messages across layers of government, this is confirmed as a system that will be created to obtain the best, integrated and sustainable service policy scenarios, as well as reconstructing the factors that influence the achievement of formal goals in the entire implementation process with theory according to Hill & Hupe (2002).

The policy scenario includes existing models so it is necessary to integrate port services with Safety & Security. Security, Operations & Environment, *Maintenance & Revitalization*) and improving public services, increasing the role of *stakeholder cooperation*, and improving Port Terminals towards the ideal conditions expected to realize an integrated service policy model for port services to support the empowerment of sustainable maritime dimension defense areas.

Research Methods

Types of research

This research is qualitative. The qualitative research in question is to understand the phenomenon of what is experienced by research subjects holistically in a descriptive way in the form of words and language in a context, especially natural ones by utilizing various natural methods (Creswell, 2017). Operationally the focus of this research is integration among *stakeholders* plays a role in port services , especially in loading and unloading activities , security and order, safety and security of shipping and protection of the maritime environment at the Perak Port of Surabaya , Integrated services from *stakeholders in port services* , especially in loading and unloading activities , sustainable security and order , which can anticipate developments in the dynamics of the governance system in the future , as well as policies what is the best integrated service from *stakeholders* (Indonesia Navy, Regional III Indonesian Port Company, Authority Office, Navigation District and Dishubla, Customs, Isyahbandar, Scouting, service users) which can be implemented in port services , especially in loading and unloading activities , maritime security and order, shipping safety and security as well as sustainable maritime environmental protection to support the sustainable empowerment of the maritime dimension defense area at the port of Tanjung Perak in Surabaya .

Data collection and analysis techniques

The data in this research is primary data. Primary data is data obtained directly utilizing interviews, observation, documentation, and *Focus Group Discussion* (FGD). Primary data collection was chosen because researchers need to get data directly. In the technique, namely interviews, the determination of sources of information or informants on the people interviewed was carried out by *purposive sampling*, which was selected based on specific considerations and goals. Respondents or interviewees interviewed in this study were direct interviews conducted with respondents at the Regional III Indonesian Port Company Office, Surabaya

Class I Navigation District Office, at the Surabaya Navy Base, Tanjung Perak Main Port Authority Office, Surabaya, and Transportation Service Office. Surabaya Sea, Surabaya Scouting Office, Surabaya harbormaster office. In observation technique. This research collects materials or data that is carried out by close observation of the object under study at the Port of Tanjung Perak, Surabaya, which is facing serious problems in terms of inequality in the performance process and the performance results of loading and unloading activities which fluctuate due to the many inhibiting factors.

In Methods *Forum Group Discussion* (FGD), this research relies on obtaining data or information from the interaction of informants or respondents based on the results of discussions in a group that focuses on conducting discussions in solving certain problems. Data or information obtained through this technique, apart from being group information, is also an opinion and decision of the group in analyzing public policy, Creswell (2017). Despite the play of actors and the vagaries of situational variables, the position of target groups in a particular policy process is still determined more strongly by their political, economic, and social forces which, in turn, are determined by the structural makeup of civil society in general rather than by single public policies.

Another data analysis model is the integrated theoretical analysis model. According to Chunikhina et al 2023, and Berestetska et al (2023) Integrated theory can be used in an approach based on the chronology of administrative political activity, or a vision of public action that is too legalistic or top-down.

RESULTS AND DISCUSSION

Based on data that presents exploratory research results, a formulation is obtained regarding the implementation of integrated service policies in port services, especially in loading and unloading activities for ships and goods to support the empowerment of maritime dimension defense areas and as a study of the implementation of policies from Government Regulation no 31 year 2021 concerning Organization of shipping. Implementation of an integrated service policy for port services in the performance process of loading and unloading activities at the Port of Tanjung Perak in Surabaya to support the empowerment of the maritime dimension defense area in several agencies, as follows :

Implementation of Class I Surabaya Navigation District Office Policy

Implementation of an integrated service policy for port services in the performance process of loading and unloading activities at the Class I Navigation District Office in Surabaya, including Government Regulation Number 31 of 2021 concerning the implementation of the shipping sector, including:

- a. The duties and authorities of the Surabaya Class 1 Navigation District Office include planning, operating, procuring, and supervising shipping navigation aids. This overlaps with the duties and authorities of the Port Main Authority Office. If you look at the duties and responsibilities above, the Surabaya Class I Navigation District at the echelon level is the same as the Port Authority, namely the same level 2.
- b. The form of cooperation with PT. APBS (Surabaya West Navigation Channel) belongs to a subsidiary of the Indonesian Port Company Regional 3 which works to widen and deepen the channel, the role of the Navigation District here is only as a supervisor but if the results of the work do not match the specifications, the navigation district will provide revisions and recommend.
- c. What needs attention and must be known is the channel navigation zone in East Java which is partly a relic of war, there are still sea mines in the waters or channels, so this requires coordination and cooperation to embrace the Indonesian Navy in detecting safe zones.
- d. The impact of the influence of PP 31 of 2021 on the current Navigation District, the Navigation District is still using the KM 30 of 2006 policy and currently implementing a revision of KM 30 of 2006 in the field of organization because going forward to improve services, namely becoming a BLU (public service agency). So the future goal is to get approval from the Minister of Administrative Reform and Bureaucracy. If approved, there will be public services for other services that will be collected
- e. The desired achievement is the SBNP adequacy level of 100 percent, meaning that waters with navigational hazards can be completely installed SBNP so that it can be safe and SBNP's reliability level is 100 percent, meaning that if the beacon light range is on 10 NM (*Nautical Mile*), it should be able to reach 10 NM (*Nautical Mile*) and light up according to the standard color set, if the color is bright white, it should remain white so it doesn't change become bright yellow.

The Implementation of the Navigation District Policy in Integrated Port Services

provides that to maintain order in the waters and security and safety of navigation, every marine activity plan must be coordinated with the Directorate of Navigation so that there are no overlapping placements or the construction of marine facilities that can disrupt the smooth running of shipping activities. Therefore the policy for implementing Navigation by the Navigation District includes the implementation of navigation carried out to overcome the occurrence of accidents or high waiting times for ships through adjustments to the development facilities of port facilities as well as shipping safety and shipping lane facilities to increase traffic density.

Implementation of the Surabaya Main Port Authority Office Policy

- a. the duties and authorities of the main Port authority up to the Port Administration Unit are the same as the duties and authorities of the Navigation District, namely: to provide and maintain Navigational Auxiliary Facilities Shipping, this causes overlap in the tasks carried out by the port authority.
- b. Weaknesses felt by the Port Authority in the implementation of integrated port services implementation policies in the performance process, especially loading and unloading activities, are in terms of supervision in the field and the application of administrative sanctions for violations that are still not firm in prosecution and enforcement following applicable law.

Implementation of Indonesian Port Company Policy Regional III Tanjung Perak Surabaya

The implementation of the integrated port services policy in the performance process of loading and unloading activities at the Indonesian Port Company Regional III Tanjung Perak Surabaya, including:

- a. Related to maintenance and maintenance management policies implemented, several steps need attention starting from Step 1, namely *Predictive*, Step 2, namely *Corrective*, and Step 3, namely *Preventive*. The three steps in *the maintenance* above are carried out by the Indonesian Port Company to optimize the performance of the equipment, apart from the three that are already standard, the technical section of the Indonesian Port Company also carries out maintenance and inspection, for the execution of the engineering section at the Indonesian Port Company in cooperation with its subsidiaries
- b. Regarding the module or application that handles *maintenance*, it is called the

MONIC application, this application is the engine that can communicate without human intervention directly from machine to machine

c. Regarding the TKBM simon system, initially, it was implemented as a function for all TKBM that will operate in the port area, which must be registered before they start or enter the port area.

Implementation of the Surabaya Scouting Office Policy

a. the enactment of PM No. 57 of 2015 will only take effect in 2022, which raises objections for service users. Postponement of *tug assignment* refers to PM.57 article 38 paragraph 3. Article 38 paragraph 3 contains a minimum of *tug assist*.

b. Guidance conditions in East Java, especially in Surabaya and Gresik, are very congested in a day, there are 46 to 48 ships that enter, meaning that within 24 hours there are 150 moving or moving locations

c. With PP 31 of 2021 and the new evaluation predicting that in the future human resources (HR) will decrease because what is used is technology, for example in piloting services E-Piloting has been launched.

d. what needs to be improved is the system and information, since 2018 Pandu has held a tool called *a pilot unit* such as an *electronic chart* that is used in scouting services and service users as well as tugboats but has not been able to *connect*, meaning that if the system can be connected in the future, the schedule for incoming and outgoing will be even better the ship can be seen from the planning

Implementation of the Surabaya Navy Base policy

Implementation of an integrated service policy for port services on the performance results of loading and unloading activities at the Surabaya Navy Base, in this case, the Maritime Potential Service, to support the empowerment of the Defense Forces of the Sea area including:

a. Related to the empowerment of the defense area at the Perak port is how to increase cooperation with the Regional III Indonesian Port Company and help each other because in this case, the Regional III Indonesian Port Company is very influential apart from being a port service that handles the loading and unloading of containers and goods, and handles ships. in and out, only one that is sometimes forgotten that there is an area of defense that must be prioritized here

b. Related to the Empowerment of Defense Areas of the Maritime Forces as RAK

(Condition Tool Room) Juang views that the existing facilities at the port should be able to support and supply if needed and for security clearance security must also be considered as an example of a case study of activities *when* loading and unloading weapons containers belonging to the US Navy in Lampung which will be used in training with the TNI.

c. Related to the Empowerment of the sea dimension defense area by guaranteeing the smooth, orderly, and security of the flow of ships and goods, *training, drill, and exercise* is needed in the port area such as the Port of Tanjung Perak

d. With the existing human resources related to the Empowerment of the Defense Areas of the Sea Dimension in East Java Province itself, the Human Resources are qualified but need security equipment that must be added and in terms of security there should be cooperation with other stakeholders and socialization should be increased regarding Empowerment of defense areas

e. The Indonesian Navy's program with the Indonesian Port Company is a matter of vital object security, and shipping security but needs to be improved with other programs that are building a service that has not materialized, namely maritime security services, security in the sample channel in the APBS/APTS channel or As a port user, the Company Pelabuhan Indonesia Regional III also has a program related to *Corporate Social Responsibility (CSR)* which of course will improve the welfare of the fishing community on the coast of the port. This needs to be assisted or collaborated in the implementation of these activity programs.

f. Programs in the Indonesian Navy as currently running include fostering the welfare of fishermen, and *the Maritime Food Estate (MFE)* within the Kampung Bahari Nusantara Program Frame.

g. Development of Lamong Bay Terminal Brings Social and Environmental Impacts to the Surrounding Areas: Defense Strategic Area of the Indonesian Navy in Morokrembangan Tanjung Perak Harbor as a Base Defense and Military Logistics facility.

Implementation of Tanjung Perak Surabaya's main Partnership Policy

Implementation of an integrated service policy for port services on the performance results of loading and unloading activities at the Main Surabaya Tanjung Perak Airport to support the empowerment of the Defense Forces of the Sea area including:

- a. Indonesia has effectively enforced *the International Ship & Portfacility Security (ISPS) Code* since 1 July 2004, but currently, there are still many ports in Indonesia that are having problems implementing this regulation. Therefore, the problems to be resolved are limited to efforts to realize the application of work competency standards as a reference for the implementation of a port security system in Indonesia, which needs to be built to create port conditions that can provide equal security guarantees for ships entering a port.
- b. Regarding the preparation of *a port security assessment and port security plan* and there needs to be an analysis, so it is necessary to determine the appropriate action, an accurate assessment is needed in terms of possible threats that may occur at the port and then what is the impact
- c. Related to the Harbor Harbor Security Committee as a coordinating function, for the direct implementation of internal security at port facilities and ships, there is a quality assurance program that is carried out routinely.

Policy Implementation at the Sea Transportation Service Surabaya

Implementation of an integrated service policy for port services on the performance results of loading and unloading activities at the Surabaya Sea Transportation Service to support the empowerment of the Defense Forces of the Sea area including:

- a. Related Shipping lanes are one of the sea transportation infrastructures that utilize marine resources where their existence is recognized and the area is freed from other marine activities. The purpose of establishing a channel is to obtain an ideal shipping lane and be able to fulfill the aspects of security, safety, and smooth sailing as well as be efficient in its implementation.
- b. Regarding the determination and regulation of shipping lanes such as at sea, rivers, and lakes and their implementation as well as arrangements for route systems and traffic procedures need to be programmed for the smoothness and safety of sailing as well as regulating issues of buildings or installations in waters, especially in shipping lanes. The determination of the route system and traffic procedures is based on the efficiency, effectiveness, and safety of shipping.

Integrated Service Implementation Policy Model for Port Services

So far, the implementation of Integrated Port Services at the Port of Tanjung Perak Surabaya still has several deficiencies and has not been fully implemented. Based on the findings described above, a Port Services Integrated Service Policy Model is obtained that is appropriately implemented or recommended at the Port of Tanjung Perak Surabaya, namely:

- a . Theoretical Basis of Policy Models. *Integrated Port Policy for excellent service (IPPSE)*. Based on the findings of the empirical model and theoretical model above, an appropriate Port Services Integrated Service Policy Model is obtained, namely by applying The new policy called *the Integrated Port Policy for Service Excellent (IPPSE)*.
- b . The definition of *Integrated Port Policy for service excellent or abbreviated as IPPSE is an* Integrated port policy for superior service or it could also be a policy of “ *High Technology-* Based Port Area Synergy Regulation to support the Empowerment of Sea Force Defense Areas to create security and superior service comfort at the Port of Tanjung Perak Surabaya ” which recommends the creation of legislation that refers to Government Regulation No. 31 of 2021 concerning the Implementation of the Shipping Sector.
- c . This policy model is recommended or proposed to maximize the Integrated Port Services policy that has been implemented at the port of Tanjung Perak in Surabaya.

In this regard, several impacts can be carried out in implementing the Integrated Port Policy for excellent service (*IPPSE*), among others are: Positive Impact (+), namely: it becomes easy for the community to disseminate and obtain useful information:

- 1). With the existence of "*High Technology-* Based Port Area Synergy Regulations, superior maritime security and service convenience at ports will automatically be created." Tanjung Perak Surabaya
- 2). With the “*High Technology-* Based Port Area Synergy Regulation, it will be automatic support the Empowerment of a formidable Sea Force Defense Area.
- 3). With the Integrated Port Policy for excellent service or *the Integrated Port Policy for excellent service (IPPSE)*, automatically integrated port service activities, especially loading and unloading activities, will run safely, smoothly, and under control.
- 4). With the Integrated Port Policy for excellent service or *Integrated Port Policy for excellent service (IPPSE)*, it can automatically anticipate unwanted things such as piracy at sea, waste disposal at sea, etc.

Negative Impacts (-) are impacts that cause a decrease in dignity, image, trust, and good name and/or interfere with the smooth implementation of the duties of Work Units, agencies, and/or government/state, including :

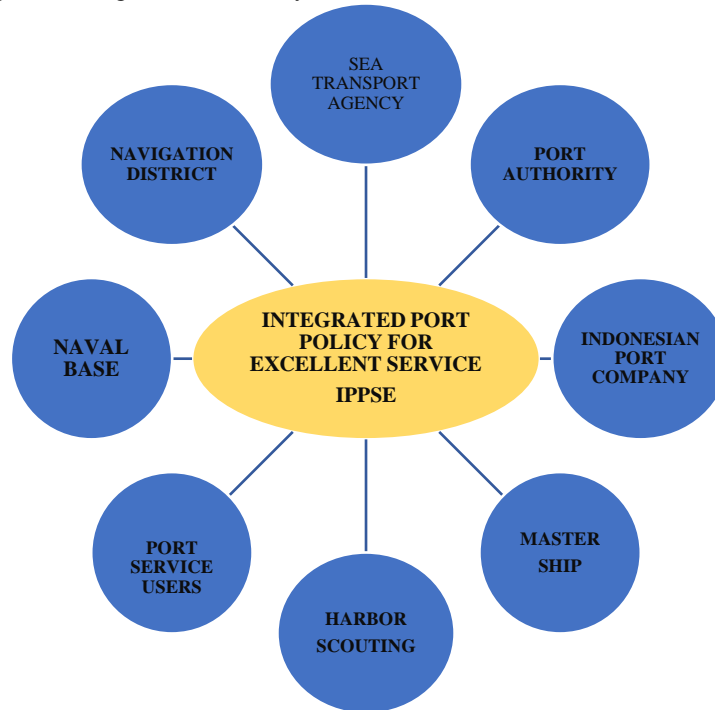
- 1). With the “*High Technology* -Based Port Area Synergy Regulation, it is also easy to spread false information (hoax) in society.
- 2). With the “*High Technology*- Based Port Area Synergy Regulation, then There is a lot of competition because they feel they want to be the most superior. Negative attitudes appear, such as group egoism, class, fanaticism, and so on.
- 3). With the Integrated Port Policy for excellent service or *Integrated Port Policy for excellent service (IPPSE)*, the negative impact of social change is the emergence of social disorganization, namely the process of fading or decreasing values and norms in the structure of society due to changes in life. Culture shock is a feeling in which a person feels pressured and surprised when faced with a new environment and culture. Someone who experiences culture shock usually feels anxious, confused, and frustrated. And cultural lag (the culture that is left behind) is defined as a situation where people are in a static condition that causes them to be left behind, causing gaps in elements that change sooner or later.

Model Characteristics

After a thorough evaluation has been carried out, the next step is to develop a model design, as for the ideal model design, namely *Integrated Port Policy for excellent service (IPPSE)* or a unified port Policy for superior *service*. Implementation of *Integrated Port Policy for service excellent (IPPSE) policy* is an integrated port policy for superior service implemented by several port agencies and related stakeholders such as Indonesia Navy Base, Navigation District, Sea Transportation Service, Indonesian Port Company Regional III, Port Authority, Syahbandar, Surabaya Scouting and port service users. The implementation of each institution and stakeholder is carried out back and forth, which means that the system can provide corrections to the implementation of the work of the institution /stakeholder, and vice versa, the institution /stakeholder can provide corrections to the implemented system. For this reason, an innovation is needed for an ideal model design for a new policy, namely *the Integrated Port Policy for Service Excellent (IPPSE)*. i.e. An integrated port policy for superior service or it could also be a policy of “ *High Technology*- Based Port Area Synergy Regulation to support the Empowerment of the Sea Dimension Defense Area and to create superior

Security and Convenience Services at the Port of Tanjung Perak Surabaya ”. *The following is the relationship between the police and port institutions /stakeholders as shown in the figure Design Model ideal Integrated Port Policy for service excellent (IPPSE) the following:*

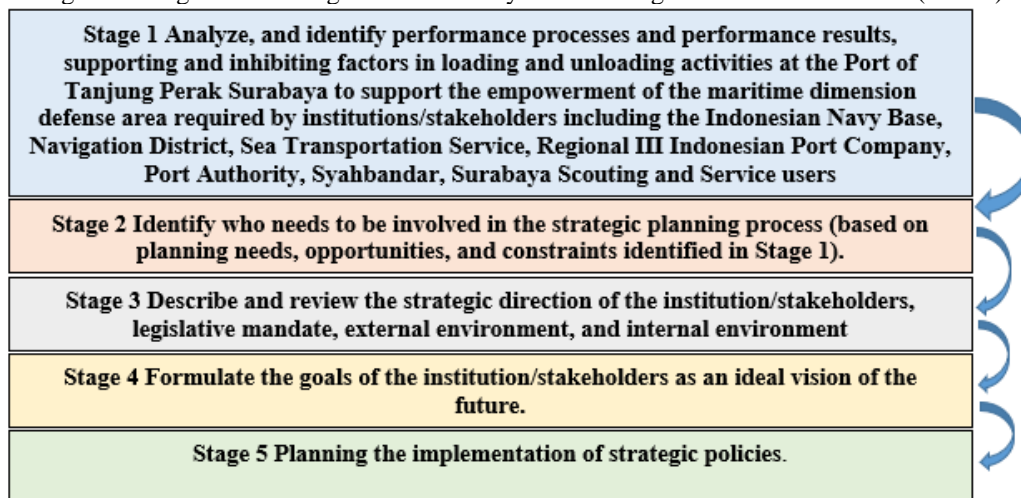
Figure 1. Integrated Port Policy Ideal Model for Excellent Service (IPPSE)



Source: Processed Data, 2023

The stages in the Integrated Port Policy Model Design *for excellent service (IPPSE)* or an integrated port policy for superior service as a stage of the strategic analysis process are as follows:

Figure 2. Stages in the Integrated Port Policy Model Design for Service Excellent (IPPSE)



Source: Processed Data, 2023

Strategic Policy Implementation Plan

After completing the Implementation of the Stages *in* the preparation of the *Integrated Port Policy for Excellent Service (IPPSE) Draft* which is The integrated port policy for superior service is then implemented in a strategic policy implementation plan *for maximizing the Implementation of Integrated Port Services Policy*. This is in line with and supports the Decree of the Head of the Tanjung Perak Main Port Authority Office Number: KP-OP.TPr 38 of 2021 concerning the Strategic Plan for the Tanjung Perak Main Port Authority Office for 2020-2024.

SS1 Strategic Plan "Realization of National Connectivity" has been accommodated in the policy model ***Integrated Port Policy for excellent service (IPPSE)*** namely *from solving problems and maximizing the Inaportnet system which has not been well integrated*. This IPPSE policy will maximize the implementation of the Inaportnet system through collaboration between ports in Indonesia to both use the Inaportnet system and for small or medium-sized ports that are managed by the private sector by collaborating or mandating the use of the Inaportnet system so that all cargo ships in Indonesia can be registered and connected to very good about the things they carry.

SS Strategic Plan 2 "Increasing the Performance of Transportation Services" will be carried out on the policy model ***Integrated Port Policy for excellent service (IPPSE)*** namely *from solving problems and maximizing the inaportnet system which is not always smooth through* improving the quality of the system both in terms of ease of use of the system in a stable manner or from a more stable internet network and the establishment of a special section that is responsible for the smooth running of the Inaportnet system. In addition, the IPPSE Policy model will also maximize the administrative process of port services by improving the Inaportnet system both in terms of loading and unloading *approvals, determining schedules for entering and exiting ports, or sending ship requirements documents*. Then the problem of the position of the port stacking depot far from the terminal will also be addressed in the IPPSE Policy model through collaboration between port logistics distributors and the Indonesian Port Company to determine the location of the container stacking depot inside the port through reclamation or land clearing. In addition, the IPPSE Policy model will also solve the problem. There is no highest agency as a decision-making coordinator through the establishment of a special agency tasked with determining policy decisions that will be implemented in all port institutions.

Policy models ***Integrated Port Policy for excellent service (IPPSE)***, also accommodates the SS3 Strategic Plan "Increasing Transportation Safety" namely by solving problems and

maximizing Scout Services that depend on tides through the cooperation of PT. Pelabuhan Indonesia and PT. Surabaya West Shipping Channel to dredge the shipping channel. This aims to maximize the process of entering and exiting ships from the port without depending on the tides and preventing shipwreck accidents (*capsize*) or leaks due to exposure to the shallow seabed. In addition, maximizing the Inaportnet system which will be integrated with all the data needed to make voyages will be useful in ensuring the safety of ships and passengers. The existence of a system as a location for collecting ship safety documents such as *Seaworthy Certificates*, Safety Certificates, and *Registers* for Crew and Passengers can prevent *Human Error* from not collecting shipping documents. The existence of this integrated system will facilitate the *tracing process* for passengers and ships in the event of a ship accident.

Policy models ***Integrated Port Policy for excellent service (IPPSE)*** will accommodate **the SSP4 Strategic Plan** "Increasing the Quality of Governance of Policies, Regulations and Laws" through solving problems and increasing Supervision and Implementation of Sanctions that are not yet firm by monitoring port law enforcers so that they can enforce the law strictly. Apart from that, the problem-solving of Policy Makers that still exists in each agency is also carried out with cooperation between port agencies in making and implementing policies that are aligned or the same in each institution to facilitate the process of implementing integrated port service policies, especially the loading and unloading process. The next problem that will be resolved is the problem that there is no highest institution as a decision-making coordinator, namely by establishing a special institution tasked with determining policy decisions that will be implemented in all port institutions.

Policy models ***Integrated Port Policy for excellent service (IPPSE)*** This will also assist the implementation of the **SSP5 Strategic Plan** "Increasing the Quality of Competent Human Resources" through the policy of organizing periodic training for employees in all port institutions. In addition, a recruitment process policy is established which must be based on an educational or training background that supports the work process.

The SSP6 Strategic Plan "Increasing the quality of environmentally friendly transportation" is also carried out in the policy model ***Integrated Port Policy for excellent service (IPPSE)*** by maximizing the Inaportnet system which will be integrated with all the data needed in shipping, it will be useful in ensuring environmental safety. The existence of a system as a location for collecting ship safety documents such as *Seaworthy Certificates*, Safety Certificates, and luggage documents carried by ships can guarantee the eligibility conditions of the ship not to produce pollution to the waters or air environment. In addition, there is a problem

maximization. Lack of attention in the evaluation of port equipment can be a means to ensure that port equipment does not produce pollution from damage that occurs, for example, engine oil leaks that cause soil pollution.

The SSP7 Strategic Plan "Increasing Control and Supervision" will be maximized with a policy model *Integrated Port Policy for excellent service (IPPSE)* by solving problems and maximizing Supervision and Implementation of Sanctions that are not yet firm, namely by implementing monitoring of port law enforcers so that they can strictly enforce the law. In addition, maximizing the inaportnet system so that it can accommodate all existing requirements from each port agency also supports the improvement of Control and Supervision, namely by supervising shipping documents such as *Seaworthy Certificates*, *Safety Certificates* that guarantee the safety of ships and passengers, and environment.

Policy models *The Integrated Port Policy for service excellent (IPPSE)* will also maximize the implementation of the SSP8 Strategic Plan "Increasing the Quality of Good Governance" by solving problems and maximizing Supervision and Implementation of Sanctions that are not yet firm by implementing monitoring of port law enforcers so that they can carry out law enforcement in an effective manner. firm. In addition, problem-solving was also carried out, namely, the Government had not completely resolved the loading and unloading problem by evaluating the performance of the Indonesian Port Company and other port institutions in carrying out port operations by the government as the highest authority. Then the problem-solving is carried out. There is no highest institution as a coordinator for decision-making by holding joint meetings between port agencies to form a special institution tasked with determining policy decisions that will be implemented in all port institutions.

CONCLUSION

Based on the results of the analysis and discussion that have been described previously, conclusions can be drawn in answering the problem formulation and achieving the research objectives. The following are the conclusions of this study.

- a. The implementation of an integrated port services policy following Government Regulation Number 31 of 2021 concerning the Implementation of the Shipping Sector in the loading and unloading performance process at Tanjung Perak Port in Surabaya to support the empowerment of the maritime dimension defense area, has been going quite well. This can be seen from the implementation of policies that can accommodate the interests of related *stakeholders* and increase the productivity of port activities. The

implementation of an integrated service policy for port services can provide positive benefits and changes that support port activities following the functions of each institution. The implementation of this program is supported by several ministries such as the Ministry of Transportation and the Ministry of BUMN, Surabaya Class I Navigation District, Perak Surabaya Main Port Authority, Indonesian Port Company Regional III Perak Surabaya, Surabaya Scouting, PT. Meratus Surabaya, Kesyahbandaran Utama, TKBM Cooperative, Indonesian Navy represented by the Surabaya Navy Base and other institutions. However, related to this implementation process, it is necessary to have a new policy that can support the smooth running of the integrated service process, such as holding the *Integrated Port Policy for service excellent (IPPSE) policy*. which aims so that if there is a discrepancy the follow-up action taken will be appropriate and the application of the sanctions given will also be firm so that the implementation of the policy will be maximized or it can also be implemented by implementing the *High Technology- Based Port Area Synergy Regulation policy* which aims to utilize technology all related to existing constraints can be integrated easily and can be known quickly by all related parties.

b. Implementation of an integrated port services policy following Government Regulation Number 31 of 2021 concerning the Implementation of the Shipping Sector on the performance results of loading and unloading activities at the Port of Tanjung Perak Surabaya to support the empowerment of the maritime dimension defense area, has been carried out properly and can accommodate all existing port institutions with the high level of compliance and accelerate port activities. However, in its implementation, there are still deficiencies, especially in the flow of confirmation and coordination so it seems to create an indifferent attitude from the parties involved, so it is necessary to hold joint activities between all relevant departments to improve communication and coordination between departments. Togetherness activities can be carried out such as *Gathering* between port institutions or non-formal activities such as casual talk during coffee morning.

c. Several factors support the implementation of the integrated service policy for port services, especially for loading and unloading activities at the Port of Tanjung Perak, Surabaya, namely the existence of regulations that support the implementation of the integrated service policy for port services, where the regulation is Government Regulation Number 31 of 2021 Concerning the Implementation of the Shipping Sector.

The next supporting factor is the existence of the *Inaportnet system* as a Port Integration system. In addition, the existence of adequate sophisticated equipment at the port of Tanjung Perak in Surabaya will facilitate the process of implementing this policy. In addition to supporting factors, there are also inhibiting factors for the implementation of integrated port services policies such as the absence of a central decision-making institution that causes policy variations between port agencies, container stacking locations outside the port area so distribution by land is needed for the transfer of goods from the depot to the port or vice versa. Pilot shipping routes are not yet optimal because they still depend on tidal conditions and shipping lane conditions that still contain sea mines. The Inaportnet system has not been fully integrated into all ports in Indonesia. The Inaportnet system often experiences technical problems. The quality of Human Resources is not optimal which is indicated by the delays that occur in the loading and unloading process.

d. The most appropriate policy model in supporting the implementation of integrated port services policy implementation is to implement policies namely ***Integrated Port Policy for excellent service (IPPSE)*** or it could be a policy "***High Technology-Based Port Area Synergy Regulation***" to Support Superior Security and Convenience of Services at the Port of Tanjung Perak Surabaya ". From the implementation of this policy, it will be maximized several problems from the regulatory and policy aspects, facilities & infrastructure aspects, performance aspects & impacts of shipping lane services, information technology aspects, and human resources aspects. Application of the Model Policy recommendations viz ***Integrated Port Policy for excellent service (IPPSE)*** will support the Decree of the Head of the Tanjung Perak Main Port Authority Office Number: KP-OP.TPr 38 of 2021 concerning the Strategic Plan for the Tanjung Perak Main Port Authority Office for 2020-2024.

e. The role of fostering the maritime potential of the Indonesian Navy in empowering the defense area is very large, namely assisting the government in securing shipping and securing strategic national vital objects and helping to preserve the regional environment such as Perak Surabaya Port and *Morokrembangan* waters. ***IPPSE***) this matter is to build an integrated maritime policy and superior integrated services based on high technology in the Port of Tanjung Perak area so that shipping safety and security are guaranteed.

FUTURE WORK

Based on the research that has been done, there is some further work that can be suggested for future material development, including:

1. Government orders _ immediately develop and implement policies that can solve management and maintenance problems based on *high technology*, to create security and comfort, especially in Port Services in the *inaportnet* system which is integrated to support the Empowerment of the maritime dimension of the defense area as a means of space and fighting conditions for the Indonesian nation.
2. Government orders _ immediately formulate and implement policies that can solve the problems of developing docks, terminals, stacking depots, and silting of waterways that occur in the implementation of policies for implementing integrated services in high technology-based port services so that development plans such as the Teluk Lamong terminal are following the stages and in the future there will be changes to the Mirah terminal becoming a sea highway terminal can be realized to support the Empowerment of the maritime defense area as a tool room and fighting condition for the Indonesian nation.
3. The government should continue to make efforts to improve the process and performance of implementing the Integrated Port Services policy so that port activities become faster, more effective, and more efficient.
4. Follow-up is needed in the form of standardizing IPPSE as a policy model that is recognized by the Government. The process of standardizing into policy certainly has systematic procedures and steps, and the timeframe can be long, depending on how the researcher plans it. Requires a Joint Ministerial Decree between related ministries such as the Ministry of Finance, the Ministry of Transportation, the Ministry of Health, the Coordinating Ministry for Maritime Affairs and Fisheries, the Ministry of Energy and Mineral Resources, the Ministry of BUMN, the Ministry of Defense, the TNI/Polri.
5. The policy model is one result of innovation diffusion. An innovation will easily enter a social system if an innovation can be accepted institutionally, and the institution determines it as part of the leader's policy. That is what is called institutionalization. The initial stage of the researcher carrying out the diffusion of innovation is to introduce the policy model to all parties, especially related parties. The introduction can be through outreach, publications, seminars, etc. After the introduction, there is also a need

for assistance to stakeholders if the policy model is adopted. Assistance can be reached by organizing training, workshops, and coaching.

6. So that every port institution can pay attention to the quality of competence possessed by its employees by providing periodic training regarding technical work or national insight.

7. The government, especially the Ministry of Transportation, can form or revise regulations that hinder the implementation of integrated port services policies.

8. The Indonesian Port Company can expand the area as an integrated container stacking depot so as not to cause congestion during the loading and unloading process.

9. Indonesian Port Companies can synergize and cooperate with the Indonesian Navy and need to take part in efforts to empower the defense area, bearing in mind the importance of environmental preservation through mangrove conservation which is in line with one of the regional government programs so that there is a need for water sports facilities in the Surabaya area and the development of tourism programs nautical.

10. It is hoped that further research can develop the results of this research by using other research objects such as airports and stations as well as adding expert informants related to the research object.

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