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Optimization of Human Resources (HR) to Support Blue Economy in Riau Island Province

Afrian Ginanjar[1], Ade Adriyadi[2]

[1]Universitas Maritim Raja Ali Haji, Riau Island Province, Indonesia
[2]Institut Pemerintahan Dalam Negeri, West Java Province, Indonesia

Corespodence: afrianginanjar91@gmail.com[1]

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ABSTRACT

Riau Island Province (Kepri) has great potential to support blue economy policies with its territory dominated by oceans (96%) and strategic position on the ASEAN border. Blue economy is an important approach to integrating maritime sectors such as fisheries, marine tourism, renewable energy, and marine technology sustainably. This article aims to analyze the challenges and opportunities in optimizing local human resources (HR) to support the implementation of blue economy policies in Kepri, in order to realize the vision of "Kepri Permata Biru 2045." This study uses a descriptive qualitative method with a phenomenological approach to understand the interaction between government, society, academics, the private sector, and media (Pentahelix Collaboration). Primary and secondary data were obtained through interviews, literature studies, and official documents such as RPJPD and RPJMD. This approach helps explore the dynamics of stakeholders in inclusive and sustainable blue economy governance. The results of the study show that although Kepri has great potential in maritime resources, the implementation of blue economy policies is faced with challenges such as limited inter-regional connectivity, low quality of human resources, and lack of maritime infrastructure. In addition, synergy between actors in collaborative governance is still weak. However, great opportunities can be utilized through investment in marine technology, human resource training, and strengthening the role of local communities.

Keyword: Blue Economy, Human Resources, Pentahelix Collaboration, Sustainability.

INTRODUCTION

The blue economy is an approach to economic development that utilizes marine resources sustainably to support economic growth, community welfare, and environmental sustainability (Sutardjo, 2012). This concept aims to integrate various sectors related to maritime, such as fisheries, marine transportation, renewable energy, and marine tourism, with marine technology by considering the balance of the marine ecosystem (Smith-Godfrey, 2016; Voyer, Quirk, et al., 2018). The blue economy differs from conventional approaches because it emphasizes long-term sustainability and seeks to minimize negative impacts on the environment (Pauli, 2010; Tirumala & Tiwari, 2022).

The main issues examined in this article are the challenges and opportunities in human resource (HR) management to support the implementation of blue economy policies in the Riau Island Province (Kepri). With the background that 96% of the Kepri area consists of ocean and only 4% land, it is important to optimally utilize maritime potential in order to realize economic growth, community welfare, and environmental sustainability (Akbar et al.,

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2022). However, issues such as inter-regional connectivity, unemployment, and development gaps are significant obstacles to these efforts. Therefore, this article positions itself as a strategic study that highlights the importance of improving the quality of locally-based HR to support the development of the blue economy (Hakim, 2013; Keen et al., 2018).

The urgency of raising this issue lies in the strategic role of the blue economy in achieving sustainable development goals in Indonesia, especially in border areas such as Kepri, which borders ASEAN countries. In the vision of "Kepri Permata Biru 2045," the hope is expressed to make this province a center for sustainable maritime (Arfandi & Adhayanto, 2017). However, the achievement of this vision cannot be separated from the readiness of superior, productive, and globally-minded human resources. Factors such as weak cultural mainstreaming, lack of education, and minimal collaboration between development actors further emphasize the need for special attention to human resource development.

This article positions itself among studies that have discussed the concept of the blue economy, human resource development policies, and collaborative governance. Unlike other studies that generally focus on the technical aspects of marine resource management, this article emphasizes a holistic approach, namely by encouraging collaboration between the government, private sector, academics, society, and the media (pentahelix collaboration). Thus, this article seeks to provide an original contribution in the form of an integrative strategy to empower local human resources as a catalyst for the blue economy.

Several important aspects that are the focus of this article include the provision of locally-based production capital, distribution of production results to a wider market, and strengthening the competitiveness of local human resources. In addition, the discussion also covers the role of education, training, and career development in creating superior human resources in the marine and fisheries sectors. To support success, this article also highlights the importance of investment in marine technology and the provision of adequate maritime infrastructure.

This article aims to offer a framework that can be used by various stakeholders in optimizing local human resources in Kepri. By prioritizing the concept of collaborative governance, it is hoped that synergy will be created between the public and private sectors to support innovation and data-based policies. In addition, this article also aims to raise awareness of the importance of empowering local communities in the development of the blue economy so that its benefits can be widely felt by various groups.

METHODOLOGY

This study uses a descriptive qualitative research method that aims to understand the social phenomena that occur in stakeholders (Moleong, 2012). This type of research was chosen because it is able to provide an in-depth picture of social reality and interactions between actors in the implementation of blue economy policies. This approach does not only focus on data description but also attempts to interpret the meaning of various policies and strategic steps that have been taken. Using phenomenological analysis, this study explores the interactions between government, society, academics, media, and the private sector (pentahelix collaboration) as an important part of the collaborative governance framework.

The data sources in this study consist of secondary data (Miles & Huberman, 1994). The secondary data were collected from regional development planning documents, such as RPJPD and RPJMD, academic literature, previous research reports, and similar policies in other maritime areas. The research instruments used included interview guides, field notes, and analysis matrices to evaluate data findings (Mack et al., 2005). Documentation studies were used to obtain relevant secondary data and ensure the accuracy of the findings. Researchers also used data triangulation to ensure the validity and reliability of the research results so as

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to provide a comprehensive view and applicable recommendations to support the vision of Kepri as a "Permata Biru" in 2045.

RESULTS AND DISCUSSION

1. General Condition of the Blue Economy

The blue economy is an economic development paradigm that emphasizes the sustainable use of marine resources to support economic growth, community welfare, and environmental conservation. This concept emerged as a response to global challenges, such as excessive exploitation of natural resources, climate change, and damage to marine ecosystems. The blue economy not only focuses on the use of marine resources for economic gain but also places the preservation of marine ecosystems as a top priority. Thus, the blue economy creates a balance between economic development and environmental sustainability, which contributes to the achievement of the Sustainable Development Goals (SDGs).

There are three main pillars that are the core of the blue economy concept. First, Blue Production, which focuses on increasing the productivity of the marine sector, such as fisheries, marine aquaculture, and renewable energy, by utilizing environmentally friendly technology and innovation. This pillar aims to increase production efficiency without damaging the marine ecosystem. Second, Blue Communities, which focuses on empowering coastal communities to improve their welfare through active participation in maritime-based economic activities. This pillar also ensures that the benefits of the blue economy are felt directly by local communities. Third, Blue Trade, which aims to increase the added value of marine products through market diversification, development of inter-regional trade connectivity, and strengthening maritime infrastructure.

The Riau Island Province (Kepri) has a strategic geographical position and extraordinary wealth of maritime natural resources, making it one of the main areas for the implementation of the blue economy in Indonesia. With 96% of its territory being ocean and only 4% land, Kepri holds great potential in the development of the maritime sector, including fisheries, marine tourism, sea transportation, renewable energy, and marine technology. Its location bordering ASEAN countries such as Singapore, Malaysia, and Thailand provides a competitive advantage in international trade and regional connectivity. However, to utilize this great potential, sustainable management is needed and based on the principles of the blue economy, which aims not only at economic growth but also community welfare and environmental preservation. This is increasingly relevant in the context of the vision of "Kepri Permata Biru 2045," which aims to make this province an advanced maritime center, based on Malay culture, and in a sustainable manner.

The implementation of the blue economy in the Riau Island focuses on three main pillars: blue production, blue communities, and blue trade. Blue Production aims to increase the productivity of the fisheries sector and marine product management through innovative technology and environmentally friendly biotechnology. Meanwhile, Blue Communities is oriented towards empowering coastal communities to increase their participation in the maritime economy in a sustainable manner. On the other hand, Blue Trade emphasizes increasing the added value of maritime products, diversifying markets, and developing inter-regional and international trade connectivity. These three pillars are an interrelated strategic framework to support inclusive and sustainable maritime economic growth. However, challenges such as limited connectivity between regions, lack of maritime infrastructure, low quality of human resources (HR), and weak synergy between actors in collaborative governance are still the main obstacles that need to be overcome.

Limited connectivity between regions is one of the crucial issues in the implementation of the blue economy in the Riau Island. As a province consisting of thousands of islands, the lack of transportation and logistics infrastructure is a major obstacle to the distribution of

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marine products and market integration. In addition, the disparity in development between regions in the Riau Island causes an imbalance in access to basic services, education, and economic opportunities, making it difficult for coastal communities to participate optimally in the blue economy. The low quality of human resources in the maritime sector is also a significant challenge, where many local communities still lack education, technical skills, and global insight. This problem is exacerbated by the lack of investment in marine technology, which should be the main driver of productivity in the fisheries sector. In addition, weak collaborative governance (Pentahelix Collaboration) between the government, private sector, academics, communities, and the media hinders efforts to integrate the resources and expertise needed to realize sustainable blue economy policies.

The strategy to optimize the blue economy in the Riau Island requires a holistic approach that integrates improving the quality of human resources, developing infrastructure, and empowering local communities. Maritime-based education and training must be a priority to create superior, innovative, and adaptive human resources to technological changes. A maritime-based curriculum that includes biotechnology, quality assurance of marine products, and ecosystem management must be developed to support market needs. Large investments in maritime infrastructure, such as ports, distribution channels, and other supporting facilities, are also needed to strengthen connectivity between regions. In addition, strengthening social capital through community-based empowerment programs is a strategic step to ensure that the benefits of the blue economy are directly felt by local communities, thereby reducing the development gap between regions.

In facing the challenges of globalization, Kepri must also increase its competitiveness in the international market through the application of cutting-edge technology in the maritime sector. Adoption of environmentally friendly marine technology can increase the productivity of the fisheries sector without damaging the marine ecosystem. Close collaboration between the government, private sector, and academics is key to encouraging technological innovation that is relevant to local needs. The media also has an important role in increasing public awareness of the potential of the blue economy and in publicizing the success of related programs. By strengthening synergy between actors through Pentahelix Collaboration, the blue economy policy in Kepri can become a model for sustainable maritime management, both at the national and international levels.

With an integrated and sustainable strategy, Riau Island Province has the potential to become a pioneer in implementing a blue economy in Indonesia. Steps such as improving education, maritime-based training, developing technology, and strengthening collaborative governance can lead the Riau Island towards advanced and sustainable maritime development. The vision of "Kepri Permata Biru 2045" is not only a regional goal but also a development model that can be adopted by other maritime regions. With strong collaboration and innovative policies, the Riau Island can optimally utilize its maritime wealth for community welfare, economic growth, and environmental preservation.

2. Potential and Challenges in Implementing Blue Economy Policy in Riau Island Province

The Riau Island Province (Kepri) has enormous geographical potential to support the blue economy policy. With 96% of its territory being ocean and only 4% land, Kepri is one of the main maritime provinces in Indonesia. Its strategic location on the borders of several ASEAN countries, such as Singapore, Malaysia, Thailand, Vietnam, and Cambodia, also provides advantages in terms of international trade. The abundant potential of natural resources, including fisheries and aquaculture, makes Kepri have a strong base to drive sustainable economic growth.

In order to realize the vision of "Kepri Permata Biru 2045," the blue economy policy includes three main pillars, namely blue production, blue communities, and blue trade. Blue

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production focuses on increasing the productivity of the fisheries sector through marine technology and biotechnology, while blue communities empower communities to benefit from the maritime sector (Dervojeda, 2013; Wright et al., 2017). Blue trade seeks to increase the added value of maritime products, expand markets, and develop maritime infrastructure. These three pillars provide a comprehensive strategic framework for managing the maritime potential of Kepri.

One of the main challenges in implementing the blue economy policy in the Riau Island is the lack of connectivity between regions. A province consisting of thousands of islands, transportation and logistics are crucial issues. The lack of maritime infrastructure and accessibility between regions hampers product distribution and market integration. This challenge is exacerbated by the development gap between regions, which has an impact on unequal access to basic services, education, and economic opportunities (Carter & Poast, 2015; Rochwulaningsih, 2019). Improving the quality of human resources is another significant challenge. The still low level of education, skills, and global insight among maritime communities is an obstacle to maximizing the potential of the blue economy. Riau Island requires significant investment in education, training, and career development to create productive, superior, and globally competitive human resources. The lack of mainstreaming of local culture is also a challenge in building an identity that supports the maritime economy.

Implementation of blue economy policies requires intensive collaboration between various stakeholders, including the government, private sector, academics, community, and media. However, synergy in collaborative governance, or pentahelix collaboration, is still weak. Factors such as lack of strong leadership, clear incentives, and unintegrated collaboration systems often hamper sustainable development efforts. Efforts are needed to align understanding and commitment between actors to optimize results.

To overcome these challenges, several strategic steps need to be taken. First, accelerate the development of maritime infrastructure to improve connectivity between regions. Second, strengthen investment in education and training in the marine sector to create competent human resources. Third, expand the use of technology and biotechnology to increase the productivity of the fisheries sector. Finally, encourage collaborative governance involving all stakeholders to ensure the sustainability of blue economy policies in the Riau Island. With this approach, it is hoped that the Riau Island will be able to become a pioneer in the development of a sustainable blue economy in Indonesia.

3. The Role of Pentahelix Collaboration in Human Resource Development for the Blue Economy

Pentahelix Collaboration is a collaborative governance approach involving five main actors: government, private sector, academics, community, and media. In the context of human resource development for the blue economy in the Riau Island Province, this approach is relevant because it is able to unite various resources, expertise, and networks to support sustainable marine resource management. This collaboration allows each actor to contribute according to their capacity, such as the government acting as a regulator, the private sector as an investor, academics as providers of research and innovation, the community as field implementers, and the media as a tool for disseminating information (Sjögren et al., 2021; Widowati & Larasati, 2021).

The government plays a central role in directing human resource development policies for the blue economy through the formulation of regulations, provision of incentives, and provision of supporting maritime infrastructure. In the reviewed document, the Riau Island Provincial Government has set out the vision of "Kepri Permata Biru 2045," which is a roadmap for realizing a maritime-based blue economy. The government also functions as a catalyst in creating synergy between actors, ensuring that all parties involved have the same

commitment and understanding of the development goals to be achieved (Li et al., 2020; Vedachalam et al., 2018). The role of the private sector is very important in providing capital and technology to support the optimization of human resources in the marine and fisheries sector. This sector can invest in marine technology and biotechnology, help increase the productivity and quality of marine products, and support innovation that drives global competitiveness. In addition, the private sector can be a strategic partner in organizing training and education to improve the skills of local communities.

Universities and research institutions have an important role in developing science and technology that is relevant to the needs of the blue economy. Academics can conduct research on maritime potential in the Riau Island, provide data-based recommendations, and organize training programs that are in accordance with market needs (Ayilu et al., 2022; Voyer et al., 2018). In addition, academics can also be facilitators in creating innovations that support the sustainability of the maritime ecosystem, such as ecological-based fisheries cultivation and the use of renewable energy. Local communities are key actors in the implementation of the blue economy because they are the main actors in the field. Through empowerment, communities can be actively involved in economic activities, such as fisheries cultivation, marine product management, and the marine tourism sector. Training and education are important steps to improve their competence so that they are able to compete in domestic and international markets. Community involvement also ensures that the benefits of the blue economy are felt directly by local communities.

The media serves as a liaison between the government, society, and other sectors. The media can raise public awareness of the importance of the blue economy and efforts to optimize human resources. In addition, the media can also be an advocacy tool to attract investors and support transparency in government policies. With the media, information about job opportunities, training, and the development of blue economy programs can be widely disseminated, thus encouraging active participation from various parties. Through the integration of the roles of these five main actors, Pentahelix Collaboration has the potential to be an effective strategy to encourage the success of human resource development in the blue economy sector. With good synergy, the Riau Island Province can realize its vision as a "Permata Biru" that is advanced, sustainable, and maritime-based in 2045.

4. Local Human Resource Optimization Strategy to Support the Vision of Kepri Permata Biru 2045

The Riau Island Province (Kepri), with 96% of its territory being ocean, has great potential for the development of the blue economy. However, the optimization of this potential depends on the readiness of superior local human resources who are able to manage maritime resources sustainably. Blue Production, Blue Communities, and Blue Trade are the main pillars in the blue economy strategy. Strengthening the fisheries sector through increasing productivity and technology, as well as empowering maritime communities to maximize economic benefits, must be a priority. This requires human resources who not only have technical skills but also global insight in maritime trade to expand markets and connectivity between regions.

One of the strategic steps in optimizing human resources is through education, training, and career development. Investment in the education sector must be directed to creating an innovative and adaptive workforce to changes in marine technology. In addition, a maritime-based curriculum that emphasizes biotechnology, quality assurance of marine products, and management of marine ecosystems must be developed. Special training involving practitioners and academics can improve the practical abilities of the community in managing the fishing and trade sectors.

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To achieve the vision of Kepri as "Permata Biru 2045," collaborative governance involving various actors is needed, including the government, private sector, academics, community, and media. The pentahelix concept aims to create synergy in innovation and public policy development based on community needs. The government acts as a regulator and funding supporter, while the private sector and academics can act as catalysts for marine technology research and development. The media and community also have an important role in educating and publicizing the blue economy opportunities in Kepri.

Locally based production capital must be prepared to support the empowerment of maritime human resources. One important step is to build supporting infrastructure that is in accordance with the needs of coastal communities. Strengthening human capital also needs to be accompanied by access to broader financial capital, both through government investment and cooperation with the private sector. Community-based empowerment programs must be designed to create an ecosystem that supports the sustainability of the blue economy, from the production stage to distribution to national and international markets.

Limited connectivity between regions. Improving maritime infrastructure, such as ports and distribution channels, can strengthen the competitiveness of local human resources in the trade of marine products. In addition, increasing connectivity also allows for a more even distribution of knowledge and technology among regions in the Riau Island. This will create a conducive environment for collaboration between regions, accelerate economic growth, and reduce development gaps.

In realizing the vision of Kepri Permata Biru 2045, sustainable strategic steps must be implemented. Key recommendations include increasing investment in marine technology development, empowering local communities through education and training programs, and establishing policy mechanisms that are adaptive to global change. By strengthening the role of the pentahelix, each sector has a clear and measurable contribution to the development of the blue economy. With the implementation of this strategy, Kepri will not only become an advanced maritime center but also a model of sustainability for other maritime regions in Indonesia.

CONCLUSION

Riau Island Province has great potential to become a blue economy center in Indonesia with its geography dominated by the ocean and its strategic position on the border of ASEAN countries. This potential is supported by the abundance of maritime natural resources, including fisheries and aquaculture, which can be the basis for sustainable economic growth. However, challenges such as limited connectivity between regions, lack of maritime infrastructure, development gaps, and low quality of local human resources are the main obstacles. To overcome this problem, maritime infrastructure development, investment in education and training, and adoption of cutting-edge technology are needed to optimize the potential of the region. With these strategic steps, the Riau Island is expected to be able to utilize its maritime potential sustainably.

The success of implementing the blue economy policy is highly dependent on the synergy created through Pentahelix Collaboration, namely the involvement of five main actors: government, private sector, academics, community, and media. The government plays a role as a regulator and catalyst, while the private sector becomes a supporter in technology investment and improving the quality of marine products. Academics contribute through research and innovation, the community as the main implementer in blue economy activities, and the media as a means of education and dissemination of information. With integrated collaboration, each actor can contribute according to their capacity to create human resource development that supports the blue economy in the Riau Island. This collaborative model has

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the potential to answer the challenges of the complexity of maritime development and become the foundation for policy sustainability.

To realize the vision of "Kepri Permata Biru 2045," various sustainable strategies must be implemented. This includes strengthening education and training to create superior human resources, investment in marine technology, and development of maritime infrastructure that encourages connectivity between regions. In addition, empowering local communities through community-based programs is a strategic step to ensure that the benefits of the blue economy are felt directly. By strengthening collaborative governance and the active role of all stakeholders, Kepri can become a pioneer in implementing a sustainable blue economy, not only at the national level but also as a model for international maritime regions. This will ensure the sustainability of the maritime ecosystem while improving the welfare of the Kepri community at large.

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