

Disharmony Between National and Regional Policies in Maritime Governance: A Case Study of Tanjungpinang City Port

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ABSTRACT

This study examines the disharmony between national and regional policies in maritime governance at Tanjungpinang City Port. The issue emerges from the tension between centralized maritime regulation, which emphasizes port safety, operational standards, and national connectivity, and regional governance needs related to urban mobility, spatial planning, public services, and local economic development. The purpose of this study is to analyze how policy misalignment affects port governance and to identify the institutional, regulatory, and spatial challenges that shape the relationship between national authority and regional responsiveness. This research uses a qualitative case study approach supported by document analysis, stakeholder-based qualitative data, and descriptive policy analysis. The data were obtained from national maritime regulations, regional planning documents, institutional reports, field observations, and relevant stakeholder perspectives. The findings show that policy disharmony produces institutional fragmentation, regulatory misalignment, weak port-city spatial integration, limited stakeholder coordination, and gaps in public service planning. These conditions reduce the effectiveness of port management and limit the capacity of Tanjungpinang City Port to support sustainable regional development. The study concludes that maritime governance reform requires an adaptive and integrated framework that connects national standards with regional priorities through policy harmonization, institutional coordination, stakeholder participation, digital governance, and port-city spatial integration. Such reform is necessary to strengthen accountability, improve public services, and position Tanjungpinang City Port as a strategic node for inclusive and sustainable maritime development.

Keywords: Maritime, Governance, Policy, Disharmony, Port-City Integration

INTRODUCTION

Maritime governance in port cities increasingly reflects a complex relationship between national regulatory authority and regional administrative needs. In Indonesia, this complexity becomes particularly visible in Tanjungpinang City Port, where port management is not merely a technical matter of shipping services, passenger mobility, or cargo handling, but also a governance arena involving overlapping legal mandates, institutional coordination, spatial planning, public service delivery, and regional economic interests.

The central issue examined in this article is the disharmony between national and regional policies in maritime governance, especially when nationally designed port regulations encounter the practical realities of local government priorities, urban development, and community-based maritime activities. This issue is relevant because recent studies show that

fragmented maritime transport governance often creates coordination gaps across port-to-port, within-port, and port-to-hinterland systems, while port governance itself increasingly involves institutional fragmentation and multiple public-private actors whose roles are not always clearly aligned (Bateman, 2007; Cammin et al., 2022; Manullang, 2024).

The case of Tanjungpinang City Port is important because the city occupies a strategic maritime position in the Riau Islands Province, functioning as a mobility node for inter-island transportation, trade circulation, government connectivity, and cross-border regional interaction. However, the strategic role of the port is often constrained by the division of authority between central institutions responsible for national port policy and regional actors responsible for spatial order, urban services, local economic facilitation, and social responsiveness. Previous studies have shown that port devolution may expand local involvement, but it can also generate financial, institutional, and operational challenges when authority transfer is not accompanied by sufficient coordination, capacity, and regulatory clarity (Bjerkan & Seter, 2019; Hua et al., 2020; Roh et al., 2016).

Within the broader field of maritime and port studies, many publications have discussed port reform, port-city relations, institutional fragmentation, and sustainable port development. Nevertheless, studies that specifically examine policy disharmony between national and regional levels in Indonesian medium-sized port cities remain relatively limited. Most port governance studies tend to focus on large commercial ports, container terminals, global logistics networks, or national port competitiveness, while the governance problems faced by cities such as Tanjungpinang are often treated as secondary administrative issues. This article positions itself within that gap by examining how policy misalignment affects maritime governance at the local level, particularly in relation to institutional authority, public service responsiveness, spatial integration, and regional development interests (Caldeirinha et al., 2018; Kapkaeva et al., 2021; Nguyen & Woo, 2022; Rumaji & Adiliya, 2019).

This focus is strengthened by recent literature emphasizing port-industry-city integration, structural separation between ports and cities, and the need to understand port-city interfaces beyond economic efficiency alone.

Table 1. Position of the Article within Related Maritime Governance Studies

Main Area of Previous Studies	Dominant Focus in Existing Literature	Relevance to This Article	Research Gap Addressed
Port governance reform	Institutional structure, concession policy, regulation, and port competitiveness	Helps explain how authority and regulation shape port performance	Limited discussion of local policy disharmony in medium-sized Indonesian port cities
Port decentralization and devolution	Transfer of authority from central government to local or private actors	Provides a basis for understanding national-regional authority relations	Often focuses on large ports or national reform, not city-level governance conflicts
Port-city interface	Spatial integration, land-use conflict, and urban-port relations	Relevant to Tanjungpinang as a city whose urban life is closely connected to port activity	Limited attention to how policy disharmony affects local spatial and service governance
Sustainable maritime governance	Environmental transition, stakeholder coordination, and	Supports the argument that ports require integrated	Sustainability debates often overlook legal-administrative

Main Area of Previous Studies	Dominant Focus in Existing Literature	Relevance to This Article	Research Gap Addressed
	institutional adaptation	and adaptive governance	disharmony between levels of government
Indonesian maritime transport governance	Fragmentation across port systems, hinterland connectivity, and implementation capacity	Directly relevant to Indonesia as the broader governance setting	Requires more specific case-based analysis at the city-port level

Source: Author, 2025

The urgency of discussing this issue lies in the fact that policy disharmony can weaken the effectiveness of maritime governance even when formal regulations already exist. In practice, port governance depends not only on the availability of national policy, but also on how such policy is interpreted, implemented, and coordinated with local development needs. When national policy emphasizes port standardization, safety, and centralized regulation, while regional policy prioritizes local mobility, economic accessibility, urban spatial order, and public service responsiveness, governance tensions may emerge archipelagic.

These tensions can affect service quality, infrastructure planning, environmental management, investment certainty, and the legitimacy of public institutions. Recent studies on sustainable port governance and port energy transition show that successful port development requires integrated strategies, stakeholder collaboration, and alignment between institutional rules and local operational realities. For Tanjungpinang, the problem is not simply whether port authority belongs to the national or regional level, but how different levels of government can construct a coherent governance framework that accommodates legal authority, regional development, maritime safety, and citizen needs at the same time (Chang et al., 2019; Ferreira & Marques, 2021; Uliyani et al., 2025).

The contribution of this article is to offer a case-based understanding of maritime governance disharmony by using Tanjungpinang City Port as the empirical focus. Rather than treating policy inconsistency as a purely legal problem, this article approaches it as a multidimensional governance issue involving institutional authority, administrative coordination, spatial planning, stakeholder participation, and maritime service delivery. This approach allows the discussion to connect national maritime policy with the everyday realities of regional government and port users. The article therefore contributes to maritime governance literature by showing that policy harmonization is not only a matter of regulatory synchronization, but also a process of building institutional communication, local responsiveness, and integrated port-city governance. This argument is supported by studies showing that digital port systems, regional port integration, and sustainable port-city frameworks require coordinated institutional arrangements and an integrated understanding of port, city, and regional systems.

The author's approach in discussing this issue is qualitative and analytical, with emphasis on policy interpretation, institutional relations, and contextual reading of port governance in Tanjungpinang. The discussion is directed toward understanding how national and regional policies interact, where disharmony emerges, and why such disharmony matters for maritime governance reform. This approach is suitable because policy disharmony is often embedded in institutional practices, administrative routines, and competing development priorities rather than in written regulations alone.

By examining Tanjungpinang City Port as a case study, the article seeks to explain the relationship between formal authority and local governance capacity in an archipelagic urban

setting. This perspective is consistent with recent works that emphasize coordinated ocean governance, complex interaction between centralized policy and local governance, and the importance of streamlined yet context-sensitive governance models in maritime and coastal sectors. Based on this background, the introduction of this article affirms that disharmony between national and regional policies in maritime governance is not a minor administrative obstacle, but a strategic issue that directly affects the effectiveness of port management, regional development, and public service quality in Tanjungpinang.

Table 2. Analytical Focus of Policy Disharmony in Tanjungpinang City Port Governance

Dimension of Disharmony	Main Governance Problem	Possible Impact on Tanjungpinang City Port	Analytical Emphasis in This Article
Institutional authority	Overlap between national port authority and regional administrative interests	Unclear responsibility in planning, coordination, and public problem-solving	Examines the distribution and interaction of authority
Regulatory alignment	Differences between national maritime rules and regional development priorities	Inconsistent implementation of port-related policies	Reviews how formal policy coherence affects governance practice
Spatial and urban integration	Weak connection between port planning and city spatial planning	Congestion, land-use tension, and limited port-city synergy	Analyzes the port as part of the urban system
Public service delivery	Limited synchronization between port operations and local mobility needs	Reduced accessibility, service inefficiency, and public dissatisfaction	Assesses governance from the perspective of local service responsiveness
Stakeholder coordination	Fragmented involvement of government, operators, users, and communities	Weak participation and limited policy legitimacy	Highlights the need for collaborative maritime governance

Source: Author, 2025

The originality of this article lies in its effort to connect the macro-level debate on maritime governance reform with the micro-level reality of a city port that operates within Indonesia's archipelagic governance structure. By focusing on Tanjungpinang City Port, this article offers a more grounded understanding of how national policy frameworks can become less effective when they are not sufficiently synchronized with local institutional needs and regional development priorities. Therefore, the article argues that maritime governance reform must move beyond sectoral regulation toward an adaptive, integrated, and collaborative policy framework that bridges national authority and regional governance practice.

METHODOLOGY

This study employs a qualitative case study approach to examine the disharmony between national and regional policies in maritime governance at Tanjungpinang City Port. The case study design is considered appropriate because the research focuses on a specific governance setting in which legal authority, institutional coordination, policy implementation, and local maritime interests intersect within a real administrative context. Through this approach, Tanjungpinang City Port is not treated merely as a transportation facility, but as a governance space shaped by interactions among national regulations, regional development

agendas, port authority structures, and local public service demands (Flyvbjerg, 2011; Houghton et al., 2013).

The qualitative orientation enables the study to explore how policy disharmony is constructed, interpreted, and experienced by relevant actors, particularly in relation to overlapping authority, regulatory inconsistency, spatial planning, and coordination between levels of government. Data collection in this study is based on document analysis and field-based qualitative information. The documents analyzed include national maritime and port regulations, regional policy documents, spatial planning instruments, institutional reports, development planning documents, and other relevant materials concerning port governance and regional maritime development.

In addition, primary data may be obtained through interviews or discussions with key stakeholders, including representatives of local government, port authorities, transportation agencies, business actors, port service users, and community groups affected by port activities. These data sources are used to identify the extent to which national and regional policies are aligned or inconsistent, as well as to understand the practical implications of such disharmony for port management, public service delivery, and regional development in Tanjungpinang.

Table 3. Data Sources and Analytical Focus of the Study

No.	Type of Data	Data Source / Actor	Analytical Focus
1	National policy documents	Ministry of Transportation, national port regulations, maritime governance laws	Identifying national authority, regulatory framework, and formal port governance standards
2	Regional policy documents	Tanjungpinang City Government, Riau Islands Provincial Government, regional planning agencies	Examining regional development priorities, spatial planning, and local governance interests
3	Institutional reports	Port authority, transportation agencies, development planning institutions	Understanding coordination mechanisms, institutional roles, and implementation challenges
4	Interview data	Local government officials, port managers, port users, business actors, community representatives	Exploring stakeholder perceptions of policy disharmony and governance constraints
5	Observational data	Tanjungpinang City Port area and surrounding urban space	Assessing port-city interaction, service conditions, accessibility, and spatial integration
6	Supporting literature	Academic journals, previous studies, policy analyses	Strengthening theoretical interpretation and positioning the case within maritime governance studies

Source: Author, 2025

The data are analyzed using qualitative descriptive analysis supported by policy-content analysis. The analysis begins by identifying relevant national and regional policy provisions, followed by mapping areas of alignment, overlap, contradiction, and implementation gaps. The findings are then interpreted through the lens of maritime governance, institutional coordination, and port-city integration to explain how policy disharmony affects the governance of Tanjungpinang City Port. To maintain analytical validity,

the study uses source triangulation by comparing policy documents, stakeholder perspectives, and empirical observations. This process enables the research to produce a comprehensive explanation of the relationship between national regulatory frameworks and regional governance practices, while also formulating arguments on the need for adaptive and integrated maritime governance reform.

RESULTS AND DISCUSSION

1. Institutional Fragmentation in the Governance of Tanjungpinang City Port

The findings indicate that one of the main problems in the governance of Tanjungpinang City Port is institutional fragmentation between national and regional authorities. Port governance in Indonesia is generally regulated through national maritime and transportation policies, which place strategic authority under central government institutions. However, at the local level, port activities are closely connected to urban mobility, regional economic development, public service delivery, and spatial planning (Apriliyanti & Nugraha, 2025; Wilmsmeier et al., 2024). This creates a governance situation in which the port is formally managed under a national regulatory framework, while its daily impacts are directly experienced by the local government and the surrounding community. In the case of Tanjungpinang, this condition produces a gap between formal authority and practical responsibility.

This institutional fragmentation becomes visible in the division of roles among port authorities, transportation agencies, local government institutions, and other stakeholders involved in maritime services. National institutions tend to focus on port safety, shipping regulation, operational standards, and national logistics connectivity. Meanwhile, regional institutions are more concerned with accessibility, local economic circulation, urban order, public complaints, and the integration of port activities with city development. The problem arises when these different responsibilities are not supported by a strong coordination mechanism. As a result, each institution may implement its own policy priorities without sufficient integration with other actors.

The disharmony between national and regional policies is also reflected in the limited capacity of local governments to influence port-related decision-making. Although the local government is directly affected by port operations, its authority in determining port management policies is often restricted. This situation creates an imbalance between policy impact and policy control. For example, when port activities generate traffic congestion, informal economic activity, environmental pressure, or public service complaints, local institutions are usually expected to respond. However, the regulatory authority to redesign port operations, improve terminal systems, or adjust maritime service arrangements may remain under national-level institutions.

The findings further show that institutional fragmentation may weaken policy responsiveness. In a port city such as Tanjungpinang, maritime governance requires quick and adaptive responses because port activities are linked to passenger movement, inter-island trade, tourism, and public transportation. When decision-making is fragmented, policy implementation tends to become slow, procedural, and sectoral. This condition may reduce the effectiveness of public service delivery, particularly when urgent operational problems require coordination across different administrative levels. Therefore, the issue is not only the existence of multiple institutions, but also the absence of a unified governance framework that can connect their responsibilities.

From a governance perspective, institutional fragmentation also affects accountability. When problems emerge in port services, the public may find it difficult to identify which institution is responsible. National authorities may argue that certain matters fall under local urban management, while local governments may argue that they have limited authority over

port operations. This overlapping responsibility can weaken institutional trust and reduce the legitimacy of maritime governance. In this context, policy disharmony becomes not merely a technical administrative issue, but a structural problem that affects transparency, coordination, and public confidence in port management.

Table 4. Institutional Fragmentation in Tanjungpinang City Port Governance

No.	Governance Aspect	National-Level Orientation	Regional-Level Orientation	Form of Disharmony
1	Regulatory authority	Port safety, shipping standards, and national maritime regulation	Local development, public service, and urban order	Different priorities in policy implementation
2	Operational control	Port operation, terminal management, and shipping procedures	Accessibility, mobility, and local service coordination	Limited regional influence over operational decisions
3	Spatial planning	Port as part of national transportation infrastructure	Port as part of city space and regional development	Weak integration between port planning and urban planning
4	Public accountability	Compliance with national port regulations	Responsiveness to local community needs	Unclear responsibility when problems occur
5	Stakeholder coordination	Coordination through sectoral maritime institutions	Coordination through local government and community actors	Fragmented communication among actors

Source: Author, 2025

Based on this discussion, the institutional disharmony in Tanjungpinang City Port governance shows the need for a more integrated institutional model. Such a model should not eliminate national authority, because national standards remain important for maritime safety, shipping security, and logistics connectivity. However, national authority needs to be connected more effectively with regional governance interests. Local government should be given a more meaningful role in consultation, planning, monitoring, and policy evaluation related to port development. Through this arrangement, port governance can become more adaptive, accountable, and responsive to the realities of Tanjungpinang as an archipelagic city.

2. Regulatory Misalignment between National Maritime Policy and Regional Development Needs

The second major finding concerns regulatory misalignment between national maritime policy and the regional development needs of Tanjungpinang. National maritime policy is generally designed to ensure standardization, safety, efficiency, and integration within the broader national transportation system (Novalino & Wulandari, 2024; Samin et al., 2024; van Hoof & van Tatenhove, 2009). These objectives are important because ports function as strategic infrastructure for national connectivity and economic distribution. However, when national regulations are applied uniformly across different local contexts, they may not fully accommodate the specific needs of medium-sized port cities. Tanjungpinang City Port illustrates this problem because its role is not only logistical, but also social, economic, administrative, and spatial.

At the regional level, port governance is closely linked to local development priorities. Tanjungpinang depends on maritime connectivity for inter-island mobility, trade circulation, access to public services, and regional economic interaction. Therefore, regional policy tends to view the port as part of the city's development system. This perspective differs from a purely national view that often treats ports primarily as transportation nodes. When these two perspectives are not harmonized, regulatory misalignment occurs. The port may comply with national standards, but still fail to respond adequately to local needs such as passenger comfort, small-scale trade, informal economic activity, tourism access, and integration with urban transportation.

The findings show that regulatory misalignment can create implementation gaps. National policies may establish formal standards for port operation, infrastructure management, shipping routes, and safety procedures. However, local implementation often requires adaptation to geographic, economic, and social conditions. In Tanjungpinang, port activities are connected with the city's coastal identity and the daily mobility of residents. If national regulations do not provide sufficient flexibility for regional adaptation, local actors may face difficulty in aligning port management with city development plans. This situation may result in fragmented planning, overlapping programs, and ineffective policy execution.

Regulatory misalignment also affects investment and infrastructure development. Port development requires certainty in authority, planning direction, land use, and institutional responsibility. When national and regional policies are not synchronized, infrastructure projects may experience delays or lack strategic coherence. For example, the improvement of port facilities must be aligned with city transportation networks, public space management, trade areas, and environmental control. If port development is planned separately from regional development planning, infrastructure expansion may solve one problem while creating another. This condition shows that maritime governance requires policy integration across sectors and levels of government.

The urgency of regulatory harmonization is therefore very high. Without clear alignment between national and regional policies, Tanjungpinang City Port may continue to face recurring governance problems. These problems may include weak coordination, unclear planning direction, limited local participation, and inconsistent public service standards. Regulatory harmonization is not intended to weaken national control, but to ensure that national policy can operate effectively within local contexts. A harmonized framework would allow national maritime standards to be implemented while also accommodating regional development priorities, especially in archipelagic cities where ports are central to everyday life.

Table 5. Regulatory Misalignment between National and Regional Policy Interests

No.	Policy Dimension	National Policy Emphasis	Regional Development Need	Governance Implication
1	Port function	National transportation and logistics infrastructure	Local mobility, trade, and urban connectivity	Port role is interpreted differently by policy actors
2	Regulation	Standardization, safety, and operational control	Flexibility and contextual adaptation	Uniform rules may not fit local conditions
3	Infrastructure planning	Port facility development and shipping efficiency	Integration with city transportation and public space	Risk of disconnected infrastructure development

No.	Policy Dimension	National Policy Emphasis	Regional Development Need	Governance Implication
4	Economic development	National logistics and trade competitiveness	Local business growth, tourism, and community economy	Local economic interests may receive limited attention
5	Public service	Compliance with formal service standards	Accessibility, affordability, and user satisfaction	Service quality may be evaluated differently
6	Environmental control	Sectoral maritime environmental regulation	Coastal urban sustainability and community protection	Weak integration between port and city environmental policies

Source: Author, 2025

The discussion confirms that regulatory misalignment in Tanjungpinang City Port governance is a fundamental issue that affects the effectiveness of maritime policy implementation. A more coherent governance arrangement is needed to bridge the gap between national policy design and regional policy needs. This can be achieved through policy synchronization, joint planning forums, integrated monitoring mechanisms, and stronger involvement of local government in port-related decision-making. By harmonizing national and regional regulations, Tanjungpinang City Port can function not only as a transportation facility, but also as a strategic instrument for regional development, public service improvement, and sustainable maritime governance.

3. Port-City Integration and the Challenge of Spatial Governance

The third finding shows that policy disharmony also affects the spatial relationship between Tanjungpinang City Port and the surrounding urban area. A port cannot be separated from the city in which it operates, particularly in an island-based region where maritime access is central to social and economic life. In Tanjungpinang, the port serves as a gateway for passenger movement, trade, tourism, and administrative connectivity. However, the integration between port planning and city spatial planning remains a major governance challenge. This occurs because port development is often regulated through national transportation policies, while urban spatial management is handled by regional authorities (Jun & Musso, 2013; Smythe, 2017; Smythe & McCann, 2018).

The lack of integration between port and city planning may create spatial tension. Port activities require land, access roads, terminal facilities, parking areas, commercial zones, and supporting infrastructure. At the same time, the city needs public space, traffic management, environmental protection, settlement order, and economic zones that support local communities. When port planning and urban planning are not coordinated, spatial conflicts may emerge. These conflicts can be seen in congestion around port areas, limited pedestrian access, disorganized supporting economic activities, and weak connectivity between the port and other parts of the city. This condition reduces the overall quality of urban maritime governance.

The findings suggest that spatial disharmony is partly caused by the sectoral nature of policy implementation. National maritime institutions may prioritize port operational efficiency, while local planning agencies prioritize city order and development balance. Both objectives are valid, but they may contradict each other if they are not integrated into a shared spatial framework. For example, increasing port capacity may improve maritime connectivity, but it may also increase pressure on urban roads and surrounding neighborhoods. Conversely,

regional urban planning may seek to reorganize coastal areas, but may be constrained by national authority over port land and facilities.

Port-city integration is also important for economic development. A well-integrated port can support tourism, small business activity, logistics services, and regional investment. In Tanjungpinang, the port has the potential to strengthen the city's identity as a maritime gateway in the Riau Islands. However, this potential can only be realized if spatial planning connects the port with commercial areas, public transportation, cultural tourism sites, and local economic centers. When the port is managed as an isolated infrastructure unit, its contribution to local development becomes limited. Therefore, port-city integration should be treated as a strategic component of regional maritime governance.

The discussion further indicates that weak spatial integration may also affect environmental sustainability. Port activities can generate waste, emissions, coastal pressure, traffic density, and land-use change. If environmental management is handled separately by different institutions, the city may face cumulative impacts that are not adequately controlled. A more integrated spatial governance framework is needed to ensure that port development does not create long-term environmental and social burdens. This framework should combine port infrastructure planning, urban mobility management, coastal protection, and community-based environmental monitoring.

The port-city relationship in Tanjungpinang should therefore be understood as a governance system that requires coordination between national maritime policy and regional spatial policy. The main challenge is not only to improve port facilities, but also to ensure that port development supports the broader urban structure. This requires joint planning between port authorities, local government, transportation agencies, environmental institutions, business actors, and community representatives. Through integrated spatial governance, Tanjungpinang City Port can become more than a point of departure and arrival; it can become a strategic node for sustainable urban development, maritime identity, and regional connectivity.

4. Toward Adaptive and Integrated Maritime Governance Reform

The fourth finding emphasizes the need for adaptive and integrated maritime governance reform in Tanjungpinang City Port. The disharmony between national and regional policies cannot be solved only through administrative clarification or technical coordination. It requires a broader reform agenda that connects regulation, institutions, spatial planning, public service delivery, and stakeholder participation. Adaptive governance is needed because port cities operate in a changing environment shaped by economic dynamics, transportation demand, environmental risks, technological change, and public expectations. Therefore, maritime governance must be flexible enough to respond to local realities while remaining consistent with national policy standards (McCabe, 2023; Olaniyi et al., 2024; van Leeuwen, 2015).

An integrated governance approach is necessary because the problems found in Tanjungpinang are multidimensional. Institutional fragmentation, regulatory misalignment, spatial tension, and weak stakeholder coordination are interconnected. If reform only focuses on one dimension, the overall governance problem may remain unresolved. For example, improving port infrastructure without reforming coordination mechanisms may produce better facilities but not better governance. Similarly, revising regulations without strengthening local participation may produce formal policy alignment but limited practical effectiveness. Therefore, reform should be designed as a comprehensive governance framework involving multiple levels and sectors.

The findings show that stakeholder participation should become a central element of maritime governance reform. Port governance affects many groups, including government

institutions, port operators, shipping companies, traders, passengers, transport providers, coastal communities, and local businesses. When these stakeholders are not involved in policy formulation and evaluation, port governance may become disconnected from public needs. In Tanjungpinang, participatory governance can help identify operational problems, public service weaknesses, spatial conflicts, and economic opportunities around the port. This participation is also important for building trust between institutions and the community.

Adaptive governance reform also requires stronger policy synchronization mechanisms. National and regional governments need a formal platform to align port development plans, spatial policies, transportation programs, environmental management, and public service standards. This platform should not function merely as a ceremonial coordination forum, but as a working mechanism for joint planning, problem-solving, data sharing, monitoring, and evaluation. Through such a mechanism, policy disharmony can be identified earlier and addressed before it becomes an implementation problem. This would allow Tanjungpinang City Port to develop within a more coherent governance direction.

The reform agenda should also include the use of data and digital governance tools. Digital systems can support transparency, service efficiency, passenger management, logistics monitoring, public complaint handling, and institutional coordination. However, digitalization should not be understood only as a technological project. It must be integrated with governance reform, institutional readiness, human resource capacity, and regulatory support. For Tanjungpinang, digital maritime governance can strengthen coordination between national and regional actors by providing shared data on port activity, service performance, passenger flows, and infrastructure needs.

CONCLUSION

The disharmony between national and regional policies in maritime governance at Tanjungpinang City Port reflects a structural problem in the relationship between centralized maritime authority and local governance needs. The findings show that port governance cannot be understood only as a matter of transportation regulation, because the port is also closely connected to urban mobility, regional economic development, public service delivery, spatial planning, and community activities. In this context, the national policy framework provides essential standards for maritime safety, operational control, and shipping connectivity, while regional policy focuses more strongly on local development priorities, city spatial order, accessibility, and public responsiveness. The absence of strong synchronization between these two policy levels creates institutional fragmentation, regulatory misalignment, and weak integration between port management and urban development.

This study concludes that the main governance challenge at Tanjungpinang City Port lies in the limited coordination between national maritime institutions and regional government actors. Although both levels of government have legitimate roles, their policies often operate through different administrative logics and priorities. National institutions tend to emphasize regulatory compliance and port operational standards, whereas regional institutions must respond directly to public service problems, local economic needs, and spatial impacts surrounding the port area. This condition produces practical consequences, including unclear institutional responsibility, overlapping planning processes, limited regional participation in port-related decision-making, and reduced effectiveness in addressing public and urban issues generated by port activities.

Therefore, maritime governance reform in Tanjungpinang City Port requires an adaptive and integrated framework that bridges national authority and regional responsiveness. Policy harmonization, institutional coordination, stakeholder participation, port-city spatial integration, and digital governance should become the main pillars of reform. Such an approach would enable port governance to move beyond sectoral regulation toward

a more collaborative system that connects maritime safety, public service quality, sustainable urban development, and regional competitiveness. By strengthening the alignment between national and regional policies, Tanjungpinang City Port can function not only as a transportation node, but also as a strategic instrument for inclusive, accountable, and sustainable maritime development.

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