



Critical Success Factors of Implementation of Fishing License at the Ministry of Marine Affairs and Fisheries

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Abstract

Business Licensing for the Capture Fisheries Sub-sector is a capture fisheries business license policy for business actors that are carried out electronically. The purpose of this study was to analyze critical success factors (CSFs) for the implementation of capture fisheries business licensing at the Ministry of Maritime Affairs and Fisheries. This research is quantitative with the data collection method using a questionnaire. Respondents are executors of business licensing for capture fisheries at the KKP. Data analysis used Structural Equation Modeling (SEM) with SmartPLS 4.0 tools. The research results obtained stated that the implementation of the policy was influenced by the variable's quick, clear, and two-way communication and the correct location of implementation. On the other hand, four other variables, including sufficient and effective use of budget, correct organizational structure, involvement of people, and adequate equipment and appropriate technology, are concluded to not affect on the performance of implementing business licensing in the capture fisheries sub-sector.

Keywords: Critical Success Factors, Business Licensing, Policy Implementation, SEM.

1. INTRODUCTION

The President of the Republic of Indonesia Joko Widodo through his first state address conveyed his commitment to advancing the maritime sector. The President emphasized that the sea is the future of the nation's civilization. The president's commitment and statement are in line with the conditions of the Indonesian state. For information, Indonesia is a country with a long coastline of 108,000 km and is one of the longest in the world. In addition, Indonesia is also the largest archipelagic country and a maritime country with the number of islands in Indonesia reaching approximately 17,504 islands with a water area reaching 6.4 million km² (Pusat Hidrografi dan Oseanografi TNI Angkatan Laut, 2018).

As a maritime country, Indonesia has enormous natural wealth, especially resources in the marine and fisheries sector. It is known that the estimated annual sustainable potential of Indonesia's marine fish resources, which are distributed across the waters of the Indonesian Exclusive Economic Zone (ZEEI) and Indonesia's territorial waters, is 12.01 million tons (Kementerian Kelautan dan Perikanan, 2022). From this potential, there is a Permissible Catch

Amount (JTB) of around 71.6% of the sustainable potential or approximately 8.6 million tons per year. In addition, fish resources in Indonesia cover 37% of the world's fish species, and some of them are fish species that have high economic value, such as shrimp, tuna, seaweed, and lobster (Kementerian Kelautan dan Perikanan, 2021). The potential of Indonesia's large marine fish resources needs to be utilized as much as possible for the benefit of the state for the prosperity and welfare of fisheries stakeholders in Indonesia.

To optimize the potential of fisheries resources, information technology is considered to be crucial. Computerized systems and cutting-edge technology have significantly aided humans in completing tasks and achieving goals (Hidayah, 2018). Thus, the central government through the Ministry of Marine Affairs and Fisheries (MMAF) has made a business licensing policy utilizing information technology since the end of 2019 so that it can encourage the enthusiasm of business people to do business in the capture fisheries sector. Business licensing for the capture fisheries sub-sector was carried out electronically or fully online when the launch of a system called the Quick Service Permit Information System (SILAT) was launched on December 30, 2019. However, as long as electronic business licensing has been implemented since early 2020, several conditions have occurred, including fishery production which is still far from the amount of potential allowed and state revenue from fishing that has not reached the target (Badan Pemeriksa Keuangan, 2021).

The business licensing policy for the capture fisheries sub-sector needs to run with good performance so that capture fisheries' potential utilization can be optimized and achieve the target expected by the state. Therefore it is necessary to identify and analyze the critical success factors (CSFs) of this policy. CSFs are the factors that give a successful result in the competitive performance of individuals, departments, or organizations (Huang & Lai, 2012). Moreover, CSFs also known as Key Success Factors, are crucial to development programs because they ensure that government projects and programs have the greatest impact and are effectively implemented (Rahman & Latip, 2023). Even though the use of critical success factors is always dominated by businesses in the private sector, its impact on development programs run by governments should not be overlooked (Almarri et al., 2017).

Some variables or factors that can affect the performance of policy implementation, including business licensing in the capture fisheries sub-sector. The theoretical approach used is the policy implementation management model by Khan and Khandaker (Khan & Khandaker, 2016). The successful implementation of this policy will depend on the factors described through 6 (six) variables, namely the use of sufficient and effective budgets, the right organizational structure, clear and fast two-way communication, involvement of

personnel including stakeholders, adequate equipment and technology, and The right location implementation. Thus, this research is expected to be able to identify and analyze the determinants of successful implementation of business licensing in the capture fisheries subsector.

1.1. Sufficient and Effective Use of Budget

The existence of this variable indicates that an adequate and efficient budget will have a positive impact on ongoing policies. Khan and Khandaker stated that the bigger and more efficient a budget is when it is used, the more likely it is for successful implementation. This is also reinforced by (Van Meter & Van Horn, 1975) and (Edwards III, 1980) which state that one of the important variables in policy implementation is adequate funding resources. (Chase, 1979) also identified the financial factor, especially related to flexibility and the availability of additional funds as a potential factor that could affect the implementation of community service programs. Lack of or limited funds will make implementation more likely to fail. In addition, other studies stated that budget efficiency will support the success of policy implementation (Tezera, 2019), and the lack of a budgeting plan was an obstacle to the implementation (Chen, 2020).

The definition of the budget itself is a future work plan that is realized in a quantitative, formal, and systematic form (Rudianto, 2009). When viewed from the budget in the public sector, (Mardiasmo, 2009) stated that the public sector budget is an instrument of accountability for the management of public funds and the implementation of programs and is financed with public money. The government uses the budget as a tool to design work programs or steps that will be carried out for each activity so that it can be properly directed and controlled. Therefore, the budget needs to be prepared and used under the principles of public sector budgeting, including accurate and clear.

H1: The use of an adequate and effective budget has a positive effect on the performance of policy implementation.

1.2. Right Organizational Structure

The right organizational structure in implementing policies influences implementation performance. Khan and Khandaker stated that the right organizational structure would help lead to successful policy implementation. Organizational structure (Robbins, 1994) is how a task or job is formally divided, grouped, and coordinated. For organizational managers, organizational structure is essentially a way to organize the

elements in the organization as well as possible, to achieve the various goals that have been set (Kusdi, 2009).

Therefore, the importance of an organizational structure will assist leaders in the results of decisions in designing organizations as a way of identifying human resource management and all existing functions for completing institutional work with guidelines for the vision, mission, and goals of the organization. The organizational structure defines how tasks will be divided, who reports to whom, and the formal coordination mechanisms and interaction patterns to be followed. According to Robbins, the components of organizational structure dimensions consist of complexity, formalization, and centralization. Complexity describes starting from the grouping of jobs based on specialization, hierarchical levels in the organization, and the span of control which is the relationship that occurs between superiors and subordinates that can be managed effectively and efficiently. Then formalization concerning guidelines and Standard Operational Procedures (SOP) in carrying out tasks. Finally, centralization refers to decision-making being centralized at a single point in the organization.

H2: The right organizational structure has a positive effect on the performance of policy implementation

1.3. Quick, Clear, and Two-way Communication

This variable explains that in an implementation, quick, clear, and two-way communication will help ensure good implementation performance. Communication is the interaction of actors or policy actors. Communication is one of the important variables that influence the implementation of public policy, communication greatly determines the success of achieving the goals of the implementation of public policy (Agustino, 2006). Effective implementation will take place if decision-makers know what they are going to do. (Edwards III, 1980) stated that there are three indicators to measure the success of communication, namely the distribution of good communication, clarity of information, and consistency of information. Then (Van Meter & Van Horn, 1975) said that communication in the form of inter-organizational coordination is a mechanism as well as the main requirement in determining the success of policy implementation. The better the coordination and communication between the parties involved in an implementation process, the less likely mistakes will occur. Policy objectives were achieved through coordination among agencies and levels of government (Forberger et al., 2022). Authorities need to share a common objective and a desire to collaborate for coordination work.

H3: Quick, clear, and two-way communication has a positive effect on the performance of policy implementation.

1.4. Involvement of People as Co-producers

Khan and Khandaker explained that the more people involved including stakeholders, the greater the implementation becomes productive and successful. (Edwards III, 1980) said that inadequate human resources (number and ability) fail to implement policies perfectly. Meanwhile (Van Meter and Van Horn, 1975) explained that humans are the most important resource in determining the success of the implementation process. Certain stages of the entire implementation process require qualified human resources according to the work required by the policy. However, when the competence and capability of these resources are nil, the performance of public policy is very difficult to expect. Chase also explained other indicators related to personnel factors in implementation, namely the attractiveness of programs/policies for personnel.

H4: The involvement of People as Co-producers has a positive effect on the performance of policy implementation.

1.5. Adequate Equipment and Appropriate Technology

The existence of this variable explains that adequate equipment and appropriate technology will have a positive impact on policy implementation. Khan and Khandaker stated that adequate equipment and the right technology helped increase the effectiveness of policy performance. One of the resources needed to implement policies is in the form of equipment facilities (Edwards III, 1980). The purpose of adequate equipment and the right technology is to assist executors in carrying out implementation quickly, easily, and smoothly. The technical equipment factor is also a potential factor. (Chase, 1979) stated the issue of availability, usability of tools, and the importance of technology to be important indicators of this factor.

H5: Adequate Equipment and Appropriate Technology has a positive effect on the performance of policy implementation.

1.6. Correct Location

According to Khan and Khandaker, the location of implementation is a variable that is no less important in implementing a policy. Choosing the correct policy implementation location will reduce delays (speed up implementation) and increase the probability of the policy's success. (Chase, 1979) also stated that location/place is also a potential factor in

program or policy implementation. The main concern regarding location/place is the availability of facilities and the ease of using the location.

H6: Correct Location has a positive effect on the performance of policy implementation.

2. METHOD

Types and approaches used in this study are researched with quantitative methods. Quantitative research is an approach to test objective theory by examining the relationship between variables (Creswell, 2014). In addition, quantitative research also highlights the relationship between research variables and tests the hypotheses that have been formulated previously (Nasehudin and Gozali, 2012). Data collection in this study used questionnaires to 74 respondents who are the entire implementation of business permits for the capture fisheries sub-sector at MMAF. The research questionnaire uses the Likert scale model as a measurement scale. The data analysis method in this study used Structural Equation Modeling with the Partial Least Square (SEM-PLS) approach utilizing SmartPLS 4 tools.

SEM is a statistical method using a confirmation approach (hypothesis testing) to the analysis of a structural theory that contains several phenomena analysis (Byrne, 2010). Analysis using SEM-PLS in this study was carried out in three stages. The first stage is testing the outer model analysis (measurement model) by conducting two tests, namely testing the validity and reliability. The validity test is measured by the Average Variance Extracted (AVE) parameter with the rule of thumb > 0.5 . While the reliability test is measured by looking at the Composite Reliability and Cronbach's alpha values with the rule of thumb > 0.7 . The next stage is to evaluate the inner model (structural model) using the R Square value or the coefficient of determination. R Square shows how much the variance in the dependent variable can be explained by the independent variables. The last stage is hypothesis testing. Testing is done by looking at its significance value and its t-statistics. For significant values, the p-value with an alpha of 5% is less than 0.05. The criterion for accepting the hypothesis is when t-statistics $>$ t-table.

3. RESULTS AND DISCUSSION

3.1. Description of Respondents

Table 1
Respondent Demographic Characteristics

Respondent Characteristics	Number of Respondents (people)	Percentage
Umur		
• 20 s.d. 30 tahun	10	13,6%
• 31 s.d. 40 tahun	26	35,1%
• 41 s.d. 50 tahun	31	41,9%
• 51 s.d. 60 tahun	7	9,4%
Total	74	100%
Jenis Kelamin		
• Laki-laki	48	64,86%
• Perempuan	26	35,14%
Total	74	100%
Pendidikan terakhir		
• SMA	4	5,41%
• DIII	4	5,41%
• S1/D4	49	66,21%
• S2	17	22,97%
Total	74	100%
Satuan Kerja		
• Directorate of Licensing and Fisheries	58	78,38%
• Directorate of KAPI	16	21,62%
Total	74	100%

Source: Results of Data Processing

Based on the results of data collection using a questionnaire, some information was obtained regarding the characteristics of the respondents. This information included age, gender, age, last education, and work unit of the respondents. Data on the demographic characteristics of 74 respondents in this study can be seen in Table 1.

From Table 1, based on age, the age range from 41 to 50 years old was the most with 31 people or 41.9%, followed by the age range of 31 to 40 years as many as 26 people, or 35.1%. Then in terms of gender, it was known that the respondents who filled out the research questionnaire the most were male, with a total of 48 people or 64.86%, while the remaining 26 people or 35.14% were female. Furthermore, when viewed from their last education, most research questionnaires were filled out by implementers with the last Bachelor's/D4's and Master's degree, respectively 49 people (66.21%) and 17 people (22.97%). While the rest were respondents with the last education SMA and DIII. Finally, based on the work unit,

respondents who work at the Directorate of Licensing and Fisheries were the most respondents with a total of 58 people (78.38%). While respondents at the Directorate of KAPI amounted to 16 people (21.62%).

3.2. Validity Test

Table 2
Validity Test Results

Variable	AVE
Sufficient and Effective use of budget	0,716
Right Organizational Structure	0,721
Quick, Clear, and Two-way Communication	0,853
Involvement of People	0,78
Adequate Equipment and Appropriate Technology	0,749
Correct Location	0,69
Implementation Performance	0,654

Source: Results of Data Processing

Convergent validity in SEM-PLS is also seen from the value of AVE or Average Variance Extracted for each latent variable. The rule of thumb for the AVE value is 0.5. Based on the results of the validity test conducted, it was known that the AVE value for each variable is above 0.5. it can be concluded that each indicator and variable in this study was declared valid because it met the validity testing criteria. Based on the table, it can be concluded that each indicator and variable in this study is declared valid because it meets the validity testing criteria. Therefore, it can be stated that the measuring instrument (questionnaire) was valid.

3.3. Reliability Test

Based on Table 3, it can be concluded that each variable in this study was declared reliable or generally means accurate, consistent, and precise because the overall Cronbach's alpha and composite reliability value has exceeded the rule of thumb of 0.7.

Table 3
Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Sufficient and Effective use of budget	0,906	0,900
Right Organizational Structure	0,906	0,903
Quick, Clear, and Two-way Communication	0,960	0,957
Involvement of People	0,936	0,929
Adequate Equipment and Appropriate Technology	0,891	0,887
Correct Location	0,887	0,887
Implementation Performance	0,898	0,893

Source: Results of Data Processing

3.4. Structural Model Evaluation

The next stage in the SEM-PLS technique after evaluating the measurement model through validity and reliability tests is to evaluate the structural model (inner model). This evaluation is carried out to predict the causality relationship between latent variables through the calculation of R-Square (R^2). R^2 is used to measure the level of variation of changes in the independent variable to the dependent variable, namely the performance variable of policy implementation. Based on testing on the SmartPLS 4 application, it was known that the R^2 value of the policy implementation performance variable is 0.714. This can be interpreted as the contribution of the six independent variables to implementation performance amounting to 71.4%, while the remaining 28.6% was the contribution of other variables not explained in this study.

3.5. Hypothesis Test

Testing the hypothesis in this study uses the SmartPLS 4 application with the bootstrapping method. Hypothesis testing was accepted or rejected by comparing the t-statistic values with t-tables. The hypothesis in this study was accepted with the condition that the t-statistic must exceed the t-table value of 1,993. The determination of this value can be seen from the t table in the column degrees of freedom ($df = n-k$) 72 with an alpha of 5%. In addition, researchers also compared the p-value with the alpha value to see the significance of the effect between variables. If the p-value of each variable is less than 0.05, then that

variable has a significant influence on other variables. The results of the hypothesis test can be seen in Table 4.

Table 4
Hypothesis Test Results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
Sufficient and Effective Use of Budget -> Policy Implementation Performance (H1)	0.090	0.096	0.134	0.672	0.502	Rejected
Right Organizational Structure -> Policy Implementation Performance (H2)	-0.180	-0.166	0.163	1.105	0.269	Rejected
Quick, Clear, and two-way Communication -> Policy Implementation Performance (H3)	0.421	0.409	0.133	3.172	0.002	Accepted
Involvement of People -> Policy Implementation Performance (H4)	-0.032	-0.020	0.181	0.178	0.858	Rejected
Adequate Equipment and Appropriate Technology -> Policy Implementation Performance (H5)	-0.038	-0.059	0.138	0.279	0.780	Rejected
Correct Location -> Policy Implementation Performance (H6)	0.676	0.677	0.097	6.963	0.000	Accepted

Source: Results of Data Processing

3.6. Discussion

Based on the results of testing and testing the hypothesis, the first hypothesis which stated that sufficient and effective budget has a positive effect on the performance of business licensing implementation in the capture fisheries sub-sector was rejected. This was because the t-statistics value of this variable shows a value of 0.672 and was smaller than the required t-table. The results of testing the hypothesis indicated that sufficient and effective budget does not effect on the implementation of business licensing in the capture fisheries sub-sector. The results of hypothesis testing on this budget variable do not support the management model theory of Khan and Khandaker as well as the results of other research related to budgeting. However, some research results that are in line with the results of the hypothesis in this study, namely research which states that budgeting does not affect the performance of government agencies (Damanik, 2018).

Furthermore, related to the second hypothesis, the results of statistical analysis stated that the correct organizational structure did not affect the performance of the implementation of business licensing in the capture fisheries sub-sector was rejected. This can be concluded through the t-statistics value of the variable (1.105) which was smaller than the required t-table. Besides that, the significance of the research results also showed a value of 0.269 (> 0.05) which stated and strengthened the results of testing the hypothesis was rejected. This is a phenomenon from a policy implementation case study, many perceptions strengthen this case. Surprisingly the answers from respondents who answered neutrally could be that they are indeed in doubt or either agree or disagree with the form of organizational structure related to the current implementation of business permits for the capture fisheries sub-sector. This is also a description of personal attitudes and individual descriptions of respondents who do not believe in the existing organizational structure.

In addition, the results of the analysis show that the third hypothesis which stated that quick, clear, and two-way communication has a positive effect on the performance of business permit implementation in the capture fisheries sub-sector was accepted. This is evidenced by the t-statistics for the relationship between communication and implementation performance showing a value of 3.172 so this figure is greater than the required t-table. This positive influence is also supported by p-values which are smaller than the alpha value, namely $0.002 < 0.05$. These results also explain that the better the communication is carried out, the performance of the implementation of permits for businesses in the capture fisheries sub-sector will increase.

The results of testing the fourth hypothesis stated that the involvement of personnel or people did not affect the performance of implementing business licensing in the capture fisheries sub-sector. This is because the t-statistics value of this variable shows a value of 0.178, so this figure is smaller than the required t-table which is 1.993. This result is also reinforced by a p-value that is greater than the alpha value ($0.858 > 0.05$), thus stating that there is no significance of personnel involved in the performance of business licensing implementation. The results of hypothesis testing on this budget variable do not support the management model theory of Khan and Khandaker.

The fifth hypothesis which states that adequate equipment and appropriate technology have a positive effect on the performance of business licensing implementation in the capture fisheries sub-sector is rejected. This can be seen from the t-statistics value of the variable which is smaller than the required t-table ($0.279 < 1.993$). The significance value (p values) also shows a number greater than the alpha value ($0.780 > 0.05$). The results of hypothesis testing on this variable do not support the management model theory of Khan and Khandaker. This result also means that the more adequate existing equipment and technology do not affect the performance of business licensing implementation in the capture fisheries sub-sector.

finally, the sixth hypothesis which states that the right implementation location has a positive effect on the performance of the implementation of business licensing in the capture fisheries sub-sector is accepted. This is evidenced by the t-statistics for the relationship between implementation location and implementation performance showing a value of 6.963 so that this figure is greater than the required t-table. This positive influence is also supported by p-values which are smaller than the alpha value, namely $0.000 < 0.05$. These results also explained that the more precise the location of the implementation, the performance of the implementation of business licensing for the capture fisheries sub-sector will increase.

4. CONCLUSION AND IMPLICATIONS

4.1. Conclusion

Based on the evaluation results of the inner model using SEM analysis with the help of the SmartPLS 4 application, the contribution of the six independent variables to implementation performance was 71.4%, while the remaining 28.6% was the contribution of other variables not explained in this study. Then based on the results of hypothesis testing, it can be concluded that the variables of quick, clear, and two-way communication and correct implementation location have a positive effect on the performance of business licensing

implementation in the capture fisheries sub-sector. On the other hand, four other variables, including sufficient and effective use of budget, correct organizational structure, involvement of people, and adequate equipment and appropriate technology, are concluded to not affect on the performance of implementing business licensing in the capture fisheries sub-sector.

4.2. Implication

The results of this study can be considered in particular for the Directorate of Licensing and Fisheries and the Directorate of KAPI as the executor of business permits for the capture fisheries sub-sector to continue to improve effectiveness, efficiency related to budgeting, the performance of implementers and technology and ensure that the allocation of various matters in the form of budgets, number of implementers, supporting facilities implementation is adequate and ensures the comfort of the implementers. It is hoped that in the coming years, the targets to be achieved in the implementation of business licensing can continue to increase.

4.3. Limitation and Future Research

Similar to any research, the current investigation is also subject to certain constraints. In this study the number of critical success factors is limited and in the future other variables related to the implementation performance of a policy or program can be added, so that it can be identified that there may be other factors that also influence the success or success of business licensing in the capture fisheries sub-sector from the user's perception point of view. In addition, future researchers can also consider other statistical analysis methods or other supporting applications in research which can also be used as an analysis of the determining factors for the success of an implementation.

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