

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries



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ABSTRACT: The purpose of this study is to examine the direct effect of Strategic Planning and Economic Resource Base View on Sustainable Development and the direct effect of Government Policy on Sustainable Development and the indirect effect of Strategic Planning and Economic Resource Base View on Sustainable Development mediated by Government Policy.

The model used in this study is to test the hypothesis by using the method of the Structural Equation Model (SEM). The software used for structural analysis is LISREL 8.80. Data were collected from a sample of 110 respondents who were deemed sufficient to represent the population. In taking the sample, survey technique was used, namely the entire population was used as the research sample.

The findings of this study are that there is a direct Strategic Planning and Economic Resource Base View on Sustainable Development at the Ministry of Maritime Affairs and Fisheries and a direct influence on Government Policy on Sustainable Development at the Ministry of Maritime Affairs and Fisheries as well as an indirect influence on Strategic Planning and Economic Resource Base View on Sustainable Development. Ministry of Maritime Affairs and Fisheries mediated by Government Policy. Of the seven proposed hypotheses, all of them have been proven to be accepted, which means that there is a direct and indirect effect of the independent variable on the dependent variable at the Ministry of Maritime Affairs and Fisheries. Government Policy plays a very important role as mediation in increasing the influence of Strategic Planning and Economic Resource Base View on Sustainable Development at the Ministry of Maritime Affairs and Fisheries.

The limitation in this research is that this research takes the results of previous studies from references above 5 years and even 10 years and also the research is quantitative and the data collection process takes place in a short time with a limited number of respondents.

The implication of the results of this study is that there is a positive influence of Strategic Planning and Economic Resource Base View on Government Policy and has implications for increasing Sustainable Development at the Ministry of Maritime Affairs and Fisheries.

KEYWORDS: Strategic Planning, Economic Resource Base View, Government Policy Sustainable Development

1. INTRODUCTION

Sustainable Development *Sustainable Development* is development that aims to maintain the improvement of the community's economic welfare on an ongoing basis, development that maintains the sustainability of people's social life, development that maintains the quality of the environment and development that ensures justice and implementation of good governance that is able to maintain an increase in the quality of life from one generation to the next . next generation. *Sustainable Development* is a global and national commitment in an effort to improve the welfare of society which includes 17 goals, namely (1) No Poverty; (2) No Hunger; (3) Healthy and Prosperous Life; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Adequate Sanitation; (7) Clean and Affordable Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reduced Gaps; (11) Sustainable Cities and Settlements; (12) Responsible Consumption and Production; (13) Climate Change Handling; (14) Ocean Ecosystems; (15) Mainland Ecosystems; (16) Peace, Justice and Strong Institutions; (17) Partnership to Achieve Goals.

Efforts to achieve the *Sustainable Development target* are a national development priority, which requires synergy of planning policies at the national level and at the provincial and district/city levels. *Sustainable Development* targets at the national level are in line with the National Medium-Term Development Plan in the form of measurable programs, activities and indicators as well as indications of financial support. *Sustainable Development* is a refinement of the more comprehensive Development

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

Goals by involving more countries, both developed and developing countries, expanding funding sources, emphasizing human rights, inclusive by involving Community Organizations (Ormas) and the media, Philanthropy and Business Actors, as well as Academics and Expert. Indonesia has succeeded in achieving most of the *Sustainable Development targets* , however, there are still several indicators that must be continued in the implementation of *Sustainable Development* . Several indicators that must be continued include reducing the poverty rate based on the national poverty line, increasing minimum consumption. The *Sustainable Development Plan* is a 5 (five) yearly work plan document for the implementation of various activities that directly and indirectly support the achievement of national and regional targets. With this action plan, it is hoped that relevant parties at the national and regional levels will have commitment and clarity in program planning and budgeting, as well as activities to achieve *Sustainable Development goals* .

Strategic planning is a systematic management process which can be interpreted as a process of making decisions on programs to be implemented by the organization and estimates of the amount of resources to be allocated in each program over the next few years. Basically, there are several reasons why a company needs c strategic planning, one of which is that strategic planning provides a basic framework for other plans. An understanding of strategic planning will make it easier to understand other forms of planning. Strategic planning is the starting point for assessing the activities of managers and organizations. So it can be concluded that strategic planning for companies is very important, because without a strategy in managing a company, a manager seems to step in uncertainty. Strategic Planning is an important internal factor to consider in planning and decision making. Management with all its expertise is required to develop a suitable strategy for the company it leads.

Strategic plans are often the starting point for understanding and evaluating the actions taken by managers and their organizations. When the organization is already running, there will be continuous changes that will affect every decision making. Strategic planning is useful as a benchmark in an organizational environment that is undergoing transformation. To be able to maintain the formulation of organizational goals, strategic planning is very important. Organizations do not need to change the formulation of goals, what is needed is adjustments in strategic planning. All organizational activities ultimately depend on the strategy, strategic planning is the most important planning we do. As a benchmark or basic framework, strategic planning serves to provide an overview for the next planning process.

Public policy must be followed by reforms inherent in aspects of public policy. Policy reform that was built in determining the policy formula became the key point of the success of a program that became the output of public policy. The evaluation aspect of public policy is a realm for policy actors to find out whether the public policies that have been carried out are going according to *plan* or reviewing the constraints that have occurred during policy implementation. Policy formulation, policy implementation, and policy evaluation are public policy actions that are carried out based on the interest of the public, in addition to forming an achievement of the policy so that it is achieved as expected. So the portion of policy reform becomes important after recommendations or suggestions in evaluating public policies.

Policy is inherent in the public policy process. Policy formulation is carried out based on needs, directly or indirectly initiated by a process of observation, research, assessment and various analyzes before the policy formulation is established; starting from absorbing the aspirations of the community which is carried out based on the needs and conditions of the community. The overall desire for making a policy is based on the national interests of society. One of the processes of policy formulation is the existence of community demands on the government as a form of conveying shared needs. The policy moves after the policy evaluation is carried out. Is the policy that has been implemented continued, stopped or with another formula but with the same formula. The function of policy reform is to determine the programs that have been implemented for policy reformulation, so that public policies are in accordance with needs, right on target, effective and timely and become public policies that produce better and quality programs.

Based on the description of the background above, the formulation of the problem in this study is whether there is an influence of Strategic Planning on Sustainable Development ? , Is there an influence of Economic Resource Based View on Sustainable Development ? , Is there any effect of Government Policy on Sustainable Development ? , Is there any effect of Strategic Planning on Government Policy ? , Is there any effect of Economic Resource Based View on Economic Resource Based View ? , Is there any effect of Strategic Planning on Sustainable Development mediated by Government Policy ? , Is there an influence of Economic Resource Based View on Sustainable Development which is mediated by Government Policy ? . While the research objectives to be achieved are to analyze the effect of Strategic Planning on Sustainable Development , analyze the effect of Economic Resource Based View on Sustainable Development , analyze the effect of Government Policy on Sustainable Development , analyze the influence of Strategic Planning on Government Policy , analyze the influence of Economic Resource Based View on Government Policy , analyzing the effect of Strategic Planning on Sustainable Development mediated by

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

Government Policy and analyzing the effect of Economic Resource Based View on Sustainable Development mediated by Government Policy

2. LITERATURE REVIEW

a. Strategic Planning

According to (Allison, Kaye, 2005) the definition of strategic planning is a systematic process that is agreed upon by the organization and builds involvement among key *stakeholders* about priorities that are essential to its mission and responsiveness to the operating environment. Strategic planning is especially used to sharpen organizational focus, so that all organizational resources are used optimally to serve the organization's mission. This means that strategic planning as a guide for an organization must be responsive to a dynamic and difficult to predict environment. Strategic planning emphasizes the importance of making decisions that position the organization to successfully respond to environmental changes. The focus of strategic planning is on strategic management, meaning the application of strategic thinking to the task of leading an organization to achieve its goals.

Another definition of strategic planning according to (Shrader *et al.* 1989) is a written long-term plan in which it consists of an agreement on the mission and goals of the company. Several dimensions of strategic planning have been proposed (Frederickson, 1986) according to categories, namely: process initiation, goal setting, meaning and end of relationships, explanation of strategic implementation and integrated decision levels. According to Philips (2000) strategic planning has an effective effect on financial performance in the case of hotels, shown in the role of manager behavior in decision making. A follow-up study by Bracker *et al.* (1988) stated that the relationship between the planning process and financial performance in selected small companies showed significant results. Another study by Robinson and Pearce (1988) analyzed the moderating effect of strategic planning on strategic performance in 97 manufacturing companies with 60 different industries which produced a positive and significant moderating effect.

Planning plays an important role in the scope because it determines and at the same time gives direction to the goals to be achieved. With careful planning, a job will not be messy and undirected. Careful and well-organized planning will have an impact on the achievement of goals. Strategic planning is a leadership instrument and a process. It determines what the organization wants in the future and how to achieve it, a process that defines goals. Even strategic planning is a process of making strategic decisions or offering a method for formulating and implementing strategic decisions and allocating resources to support work units and levels within the organization.

b. Economic Resource Based View

The RBV theory says that competitive advantage and superior company performance rest on specific company capabilities (Amit and Schoemaker, 1993). Even Barney (1991) states that the capability in question must be valuable, rare, inimitable and non-substitutable. Even though various researchers use different terminologies for capabilities, they all have a similar understanding to each other, namely capabilities that provide competitive advantage and superior performance for companies (Stalk, Evans and Shulman, 1992), as stated in the following terminology: (1) Strategic capability (DeSarbo *et al.*, 2005; DeSarbo, Benedetto, Jedidi and Song, 2006); (2) *Organizational capabilities* (O'Regan and Ghobadian, 2004); (3) *Firm capabilities* (Di Benedetto and Song, 2003); (4) *Competencies* (Hall, 1993); (5) *Core competence* (Prahalad and Hamel, 1990); (6) *Distinctive competence* (Hitt and Ireland, 1986); (7) *Core skills* (Irvin and Michaels, 1989), (8) *Invisible assets*, and (9) *Intermediate goods* (Amit and Schoemaker, 1983) To maintain consistency in the use of terminology, this research uses the term strategic capability. Capability is not only the basis of competitive advantage and superior corporate performance, but also the basis for determining corporate strategy (Barney, 1991). Various previous empirical studies have shown that certain strategies are based on certain capabilities, and the compatibility between the two has a significant positive effect on company performance.

Resource based theory is a theory that explains that company performance will be optimal if the company has a competitive advantage so that it can generate value for the company. Competitive advantage is something that is inherent in the company and is difficult for other companies to imitate. Competitive advantage is obtained by utilizing and managing its resources properly. In the resources owned by the company, *resource based theory* believes that the company as a collection of capabilities in managing these resources (Penrose, 1959). Resources are all that are owned and controlled by the company, be it assets, individual employee capabilities, knowledge of technology, organizational processes, and information that is useful for implementing company strategy so as to increase the efficiency and effectiveness of the company.

The essence of the RBV theory is *competitive advantage*, when a company has resources that are unique and difficult to imitate by its competitors or according to Powers & Hahn (2004, p.44) are *superior resources* - which are then processed through good company capability, then the company will be able to gain *competitive advantage* which will then lead to superior performance

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

(Ferreira et al., 2011). Definition of *firm resources* Resources are defined by Wernerfelt (1984) as *those tangible and intangible assets tied semi-permanently to the firm* (Lo, 2012). Understanding *resources* according to Wernerfelt (1984) above can be categorized into two things, that is are assets, both tangible and intangible and which are semi-permanently tied to the company.

The definition of other *resources* which at first glance looks somewhat different is put forward by Amit & Schoemaker (1993) who stated *resources as stocks of available factors that are owned or controlled by the firm* (Carmeli & Tishler, 2004). Ownership and control of resources in the definition of Amit & Schoemaker, according to the author, does not mean that companies are able to own and control completely all the resources it has, because there are certain resources impossible to be fully owned and controlled by the company, skilled workforce. The combination of these two types of *resources* is very important for continuity and company growth, because without one of these *resources*, it is impossible for a company to emerge, because it is impossible for a product to be successfully produced and then marketed. But even so, in an effort to create competitive advantage that will lead to high company performance, many experts argue that only intangible resources are able to make it happen, because intangible resources are difficult to imitate or in other words intangible *resources* are strategic resources, especially in the current intellectual era (Durst, 2011).

c. Sustainable Development

Marine development must be directed to the principle of sustainable *development*. Development that fulfills the interests of the current generation without neglecting the interests of future generations to live and meet their needs for the environment and marine resources. Indonesia's maritime development is carried out as part of national development to realize Indonesia as an archipelagic country that is independent, advanced, strong and based on national interests (Law No. 32 of 2014 concerning Maritime Affairs).

One of the steps that must be taken is to formulate a marine development policy construction. To realize a comprehensive marine development can be done through the approach; socio-cultural, economic, and political, defense and security. The *first* approach is socio-cultural. The importance of a socio-cultural approach is based on the process of assessing the introduction of the Indonesian nation as a maritime nation and a seafaring nation with the view that the sea is a potential that can be exploited for the welfare of society. (Regulation of the President of the Republic of Indonesia Number 16 of 2017 concerning Indonesian Maritime Policy).

Sustainable development (Emil Salim, 1990) aims to improve people's welfare, to meet human needs and aspirations. Sustainable development is essentially aimed at seeking equitable development between generations in the present and in the future. According to KLH (1990) development (which is basically more economic-oriented) can be measured for its sustainability based on three criteria, namely: (1) There is no wasteful use of natural resources or *depletion of natural resources*; (2) No pollution and other environmental impacts; (3) Activities must be able to increase *useable resources* or *replaceable resources*.

From the economic side Fauzi (2004) there are at least three main reasons why economic development must be sustainable. *The first* concerns moral reasons. The current generation enjoys goods and services produced from natural resources and the environment so it is morally necessary to pay attention to the availability of these natural resources for future generations. This moral obligation includes not extracting natural resources that can harm the environment, which could deprive future generations of the opportunity to enjoy the same services. *Second*, regarding ecological reasons, biodiversity, for example, has a very high ecological value, therefore economic activity should not be directed solely at exploiting natural resources and the environment which can ultimately threaten ecological functions. The third *factor*, which is the reason for the need to pay attention to the sustainability aspect, is economic reasons. The reason from the economic side is still debatable because it is not known whether economic activity so far has or has not met the criteria for sustainability, as we know, that the sustainable economic dimension itself is quite complex, so that often the sustainability aspect from the economic side is only limited to intergenerational welfare measurements. (*intergenerational welfare maximization*).

Sutamihardja (2004), in the concept of sustainable development, policy collisions that may occur between the need to explore natural resources to combat poverty and the need to prevent environmental degradation should be avoided and as far as possible be balanced. Sustainable development also requires the fulfillment of basic needs for society and the existence of broad opportunities for citizens to pursue their aspirations for a better life without sacrificing future generations.

The development of the concept of sustainable development needs to consider socially and culturally reasonable needs, disseminate values that create different consumption standards within the limits of environmental capabilities, and naturally everyone is able to aspire to them. However, there is a tendency that the fulfillment of these needs will depend on the need to realize economic growth or the need for production on a maximum scale. Sustainable development clearly requires economic growth in places where its main needs cannot yet be consistent with economic growth, as long as the content of growth reflects

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

the principles of sustainability. However, in reality, high productive activity may coexist with widespread poverty. This condition can harm the environment. So sustainable development requires that people's needs are met by increasing their production potential and at the same time guaranteeing equal opportunities for everyone.

It is recognized that the concept of sustainability is a simple yet complex concept, so that the notion of sustainability is very multidimensional and has multiple interpretations. According to Heal, (Fauzi, 2004). The concept of sustainability contains at least two dimensions : *First* is the time dimension because sustainability is nothing but what will happen in the future. *The second* is the dimension of interaction between the economic system and the system of natural resources and the environment. Pezzey (1992) looks at the aspect of sustainability from a different angle. He sees that sustainability has both static and dynamic meanings. Sustainability from a static perspective is defined as the utilization of renewable natural resources with a constant technological rate, while from a dynamic perspective, sustainability is defined as the utilization of non-renewable natural resources at a constantly changing technological level.

d. Government Policy

The discussion of governance in principle is more directed towards the understanding that power is no longer solely a government affair but places more emphasis on the mechanisms, practices and procedures of the government and citizens managing resources and finding and formulating problem solving of public problems. In this context of governance, the government is positioned as one of the actors that is not always the determinant. It is even possible for non-governmental institutions to play a dominant role in the governance. According to the United Nation Development Program (UNDP), the term governance denotes a process whereby the people can manage their economy, institutions and social and political resources not only to be used for development, but also to create cohesion, integration, and for the welfare of the people. Good governance, which in Indonesian can be interpreted as good governance, is the dream of many countries in the world, including Indonesia. But to make it happen is not an easy thing. The development of good governance has its own complexities and constraints which require the need for strategic steps in practice in response to demands for change in various aspects of the existing governance system and even tend to be pathological. The definition of good governance according to the World Bank is an implementation of solid and responsible development management that is in line with the principles of democracy and an efficient market, avoidance of the possibility of wrong allocation and investment, and prevention of corruption both politically and administratively, implementing budgetary discipline and creating legal and a political framework for the growth of business activities. The opinion of Taschereau and Campos as quoted by Thoha stated that good governance (good governance) is a condition that guarantees a process of alignment, equality, cohesion, and balance of participation, mutual control carried out by components namely government (government), citizens (citizens).) or civil society, and entrepreneurs (businesses) who are in the private sector. The three components have the same relationship system and are equal. This formulation clearly states that there are three main actors who, if they are in an unequal position, will lead to bias towards good governance. Thoha is of the view that good governance is a paradigm that emphasizes the role of public managers in providing quality services to the community, encouraging increased managerial autonomy, especially reducing the interference of controls by the central government, transparency, public accountability, and creating clean managerial management. free from corruption.

From the understanding above, it can be drawn a common thread which explains that the concept of governance is governance in which harmony is created in systems, procedures and functions among the three elements, namely government, society and the private sector which ultimately leads to the form of good governance. One form of embodiment of the implementation of good governance is through the provision of quality services to the community. According to Charles O. Jones, the term policy (policy term) is used in everyday practice but is used to replace very different activities or decisions. Meanwhile, James Anderson sees that in general the term 'policy' or 'policy' is used to designate the behavior of an actor (for example an official, a group, or a government agency) or a number of actors in a particular field of activity. Policy by Graycar can be viewed from a philosophical, product, process, and framework perspective. As a 'philosophical' concept, policy is seen as a set of principles, or desirable conditions; as a 'product', policy is defined as a series of conclusions or recommendations; as a 'process' policy refers to the way in which an organization can find out what is expected of it, namely the program and mechanism for achieving its product; and as a 'framework', policy is a process of bargaining and negotiation to formulate issues and methods of implementation. So that it can be formulated that policy is the result of a reaction to a problem which after being analyzed and through the process will produce decisions whose substance is in the form of the best alternative problem solving

According to the book *The Public Administration Dictionary* by RC Chandler and JC Plano, public policy is the strategic use of existing resources to solve public and government problems. Chandler and Plano also assume that public policy is a continuum form of intervention by the government in the interests of powerless people in society so that they can live and participate in

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

government. Another understanding of public policy was put forward by Thomas R. Dye who said that public policy is whatever the government chooses to do and not do. Related to public policy, Anderson offers a definition of public policy as a direction of action that has a purpose set by an actor or a number of actors in overcoming a problem or problem. Anderson's concept clearly states that policies arise or are taken as a consequence of the emergence of problems which in this case are closely related to the public interest

3. CONCEPTUAL FRAMEWORK

To provide a clear picture in this study, a conceptual framework is needed. The conceptual framework of this research is as follows:

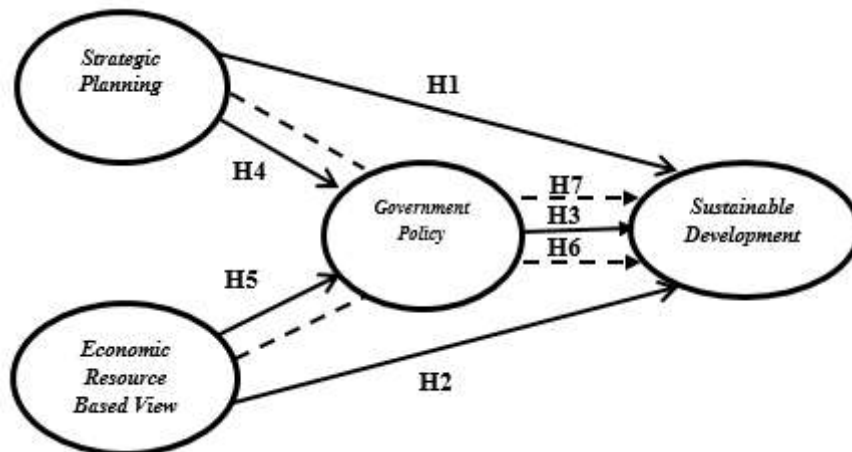


Figure 2.1. conceptual framework

4. RESEARCH HYPOTHESIS DEVELOPMENT

The development of the hypothesis in this study includes H1: There is a positive and significant influence of *Strategic Planning* on *Sustainable Development*, H2: There is a positive and significant influence *Economic Resource Based View* on *Sustainable Development*, H3: There is a positive and significant influence *Government Policy* on *Sustainable Development*, H4: There is a positive and significant influence of *Strategic Planning* on *Government Policy*, H5: There is a positive and significant influence of *Economic Resource Based View* on *Government Policy*, H6: There is a positive and significant influence of *Strategic Planning* on *Sustainable Development* mediated by *Government Policy*, H7: There is a positive and significant effect of *Economic Resource Based View* on *Sustainable Development* which is mediated by *Government Policy*

5. RESEARCH METHODS

Research design

Based on the strategy in conducting research, this study used a survey (*survey research*), which used data collection techniques by compiling questions and asking the respondents. Based on the unit of analysis, this study uses individual units of analysis, namely collecting data from each individual. Based on time, this study uses *cross-sectional studies*, which are conducted with data, only collected once in a daily, weekly or monthly period in order to answer research questions (Sekaran and Bougie, 2013). The questionnaire distribution period was carried out in January-February 2020.

This study uses *explanatory research*, which analyzes the concepts and problems studied to see causal relationships, then explains the variables that cause the problems studied. In this study analyzed the relationship between variables, through *hypothesis testing (hypothesis testing)*. The hypothesis being tested is the result of modeling based on theories and models that have been tested from the results of previous studies. This study uses a verification method, namely explaining and describing the relationship between the independent variables *with* the dependent variable *and* intervening variables and moderator variables, to then be analyzed to obtain the best study results.

Population and Sample

In determining the number of samples citing the opinion of Hair et al (2010), namely the number of samples is at least 5-10 times the number of indicators. Hair et al (2010) also suggested that the appropriate sample size ranged from 100-200 respondents. In this study, of the 4 variables, there were 29 indicators so that the number of samples taken was at least 5 times the number of indicators 29, so a sample of 145 respondents was obtained which was deemed sufficient to represent the population.

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

Operational Research Variables

.A research variable is an attribute or characteristic of a person, object or activity that has certain variations determined by the researcher to be studied and conclusions drawn. The variables in this study, namely:

Table 3.1. Dimensions/Indicators Strategic Planning

Variable	Dimensi / Indikator	Sumber
Strategic Planning	Defining Company Purpose and Goal Analysis of Busines Environment Analysis of Strategic Issues, generation, evaluation and selection Development and implementation, evaluation, and control system	Arasa & K.Obonyo 2012.203

Tabel 3.2. Dimensi/Indikator Economic Resource Based View

Variabel	Dimensi / Indikator	Sumber
Economic Resources Based View (RBV)	<i>Rare</i>	Jay Barney, Mike Wright and David J. Ketchen, Jr (2001)
	<i>Valuable</i>	
	<i>Immitable</i>	
	<i>Non-substitutable</i>	

Table 3. 3. Government Policy Dimension

Variable	Dimensions / Indicators	Source
Government Policy	Transparency Participation Accountability Coordination	Law number 28 of 1998

Table 3. 4 . Dimensions/Indicators of Sustainable Development

Variable	Dimensions / Indicators	Source
Sustainable Development	No Poverty; No Hunger; Healthy and Prosperous Life; Quality Education; Gender equality; Clean Water and Proper Sanitation; Clean and Affordable Energy; Decent Work and Economic Growth; Industry, Innovation and Infrastructure; Reducing Gaps; Sustainable Cities and Settlements; Responsible Consumption and Production; Climate Change Handling; Ocean Ecosystem; Terrestrial Ecosystem; Peace, Justice and Strong Institutions; Partnership to Achieve Goals	<i>The 2010 MDGs</i> were formulated and put on the agenda for post-2015 world development

Model Analysis and Data Analysis Techniques

Model measurement is done to assess the validity and reliability of the model. It is said to be valid if the instrument, technique or process used to measure a concept actually measures the concept in question (Sekaran, 2003), while reliability shows the consistency and stability of the measurement instrument (Sekaran, 2003). The second step is the data analysis stage, using the *Structural Equation Model* (SEM) method. The software used for structural analysis is LISREL 8.80,

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

To test the proposed hypothesis, the data obtained is then processed according to the needs of the analysis. The data is processed and presented based on the principles of descriptive statistics which will be used for discussion purposes. Meanwhile, for the purposes of analysis and hypothesis testing, an inferential statistical approach is used. SEM analysis uses a statistical program namely LISREL 8.80 .

The next analysis is to determine the suitability of the model by evaluating various *goodness of fit criteria* . According to Widarjono (2010), evaluating the suitability of the model as a whole includes *Chi-Squars*, *Goodness-Of-Fit Index (GFI)*, *Adjusted Goodness-Of-Fit Index (AGFI)*, and *Root Mean Square Error (RMSR)*.

6 RESEARCH RESULTS AND DISCUSSION

Description Respondents' perceptions

From the respondents' responses to the variables used in the study. Statistical measures used in the descriptive statistical analysis of this study were the number of respondents, the minimum value, maximum value, *mean* and *standard deviation (SD)*.

Strategic Planning

Based on the results of perception data analysis of respondents' responses to the *Strategic Planning variable* using SPSS 25, then through 10 statements the result is that the average *Strategic Planning variable data* has an average score of 3.86 that is in the category of *good / agree*. This shows that in general respondents perceive *Strategic Planning* well. As for the respondent's perception of *Strategic Planning*, the highest was in the SP1 statement, namely " Our company has a statement about the company's mission " ; with an average score of 4 . While the lowest average score perceived by respondents is the SP7 statement, namely " Long-term considerations are very important for our company in developing alternative strategies " ; with an average score of 3.67 .

a. Economic Resource Based View

Based on the results of the analysis of perception data on respondents' responses to the *Economic Resource Based View variable* using SPSS 25, then through 14 statements the result is that the average *Economic Resource Based View variable data* has an average score of 3.85 which is in the very good/very agree category . This shows that in general respondents perceive *the Economic Resource Based View* very well. The respondent's perception of the highest *Economic Resource Based View is in the ERB10 statement, namely* " Companies have competence in the form of interpersonal relations, trust, and friendship between managers, as well as companies with suppliers and customers " ; with an average of 3.99. While the lowest average score perceived by respondents is the ERB6 statement, namely " The company has a strategy that can increase customer value " ; with an average score of 3.7.

b. Government Policy

Based on the results of the analysis of respondents' perceptions of data on the *Government Policy variable* using SPSS 25, then through 17 statements the result is that the average *Government Policy variable data* has an average score of 3.96 , which is in the very good/agree to agree category. This shows that in general respondents perceive *Government Policy* well. The respondents' perception of *Government Policy* was highest in the GP5 statement, namely " Input from various parties in the policy-making process can help policy makers consider various issues, perspectives and alternative options in solving a problem " ; with an average score of 4.07. While the lowest average score perceived by respondents was in the GP2 statement, namely "Information disclosure is expected so that external parties who are indirectly responsible can also provide oversight" ; with an average score of 3.9.

c. Sustainable Development

Based on the results of the data analysis on the perception of respondents' responses to the *Sustainable Development variable* using SPSS 25, then through 17 statements the result is that the average *Sustainable Development variable data* has an average score of 3.97 , which is in the good/agree category. This shows that in general respondents perceive *Sustainable Development* very well. The respondent's perception of *Sustainable Development* is the highest in the SD16 statement, namely " Sustainable development has an impact on peace, justice and strong institutions " ; with an average score of 4.12. While the lowest average score perceived by respondents is the SD9 statement, namely " Sustainable development has a positive impact on industry, innovation and infrastructure " ; with an average score of 3.84

Instrument Validity and Reliability Test Results

The results of testing the validity of the question items on the questionnaire for each variable with a Corrected Item Total Correlation value or a value of $r > 0.3$ (Sugiyono, 2006) or $r > 0.2$ (Nisfiannoor, 2013). As for the results of testing the validity for

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

each research variable instrument, the value is $r > 0.3$, this means that the item/statement indicator is valid.

Then for the reliability test with *cronbach's alpha*, then each variable (*latent*) obtains a *cronbach's alpha value* > 0.6 , meaning that the instrument can be said to be reliable. The results of the reliability test for each variable in this study are all obtaining *Cronbach's alpha value* > 0.6 means that the instrument can be said to be reliable.

4.1.1 Second Order Confirmatory Factor Analysis

The final results of SOCFA were obtained by testing the overall fit of the model, analyzing the validity and reliability of the model. One way that can be done is by *trimming the model*, in which the validity analysis of the measurement model is carried out by checking (a) whether *the t-value of the Standardized Loading Factor* (λ) of the observed variables in the model is < 1.96 . Furthermore (b) *Standardized Loading Factor* (λ) of the observed variables in the model ≥ 0.70 or if we choose the suggestion of Igbaria *et al* (1997) in Wijanto, 2008 ≥ 0.50 . If there are variables that do not fulfill these two conditions, they will be removed from the model.

Structural Equation Models and Hypotheses

full SEM model will be presented for testing the parameter λ (*loading factor* /indicator coefficient) measurement on exogenous and endogenous models. This test is intended to determine whether the indicators of each latent variable (construct) are strong or not.

This analysis measures the t-values and coefficients of structural equations. By testing whether *the t-value* is greater than 1.96. For the *t-value* of the coefficient/parameter and the value of the coefficient/parameter (estimated) can be seen in the following figure:

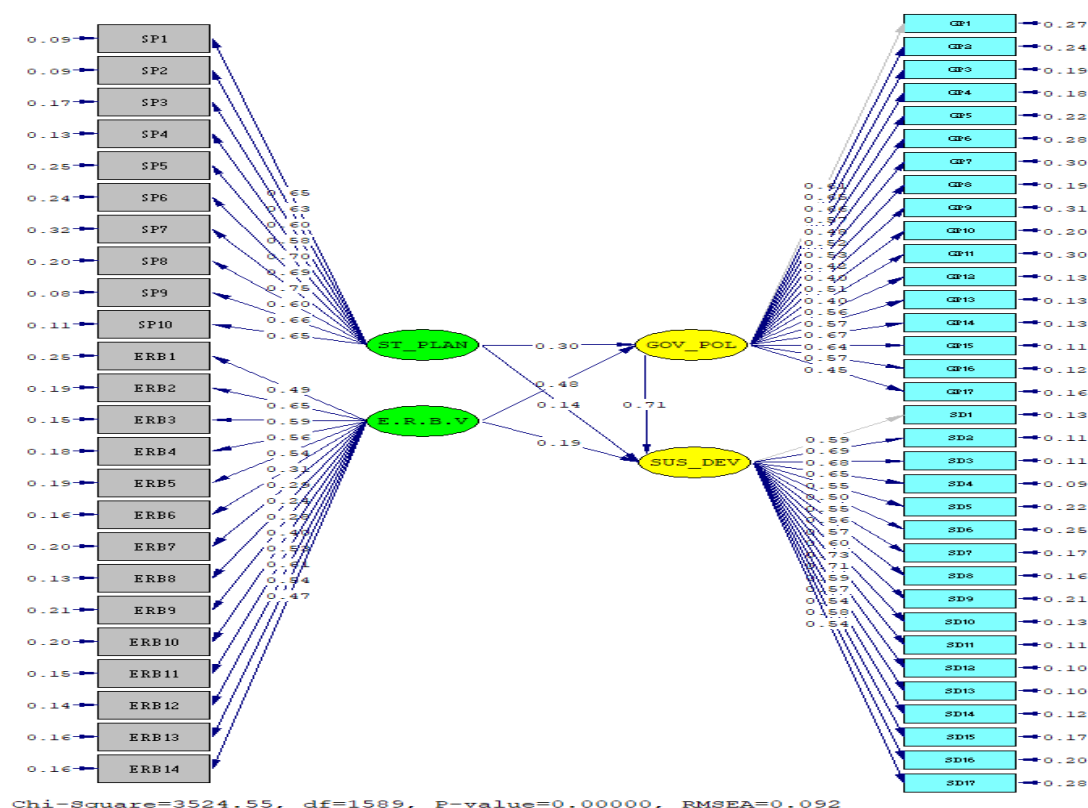


Figure 4.5. Structural Models (Estimates)

Source: Results of Processing with LISREL 8.80

The estimates image displays a complete model trajectory diagram with numbers which are non-standardized estimation results.

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

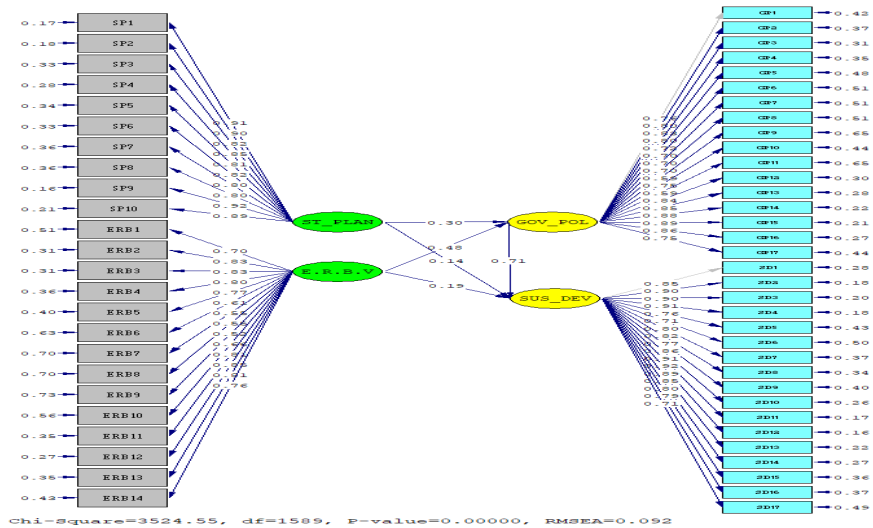


Figure 4.6. Structural Models (Standardized Solutions)

Source: Results of Processing with LISREL 8.80

standardized solutions model image displays a model trajectory diagram complete with numbers which are the results of standardized estimates.

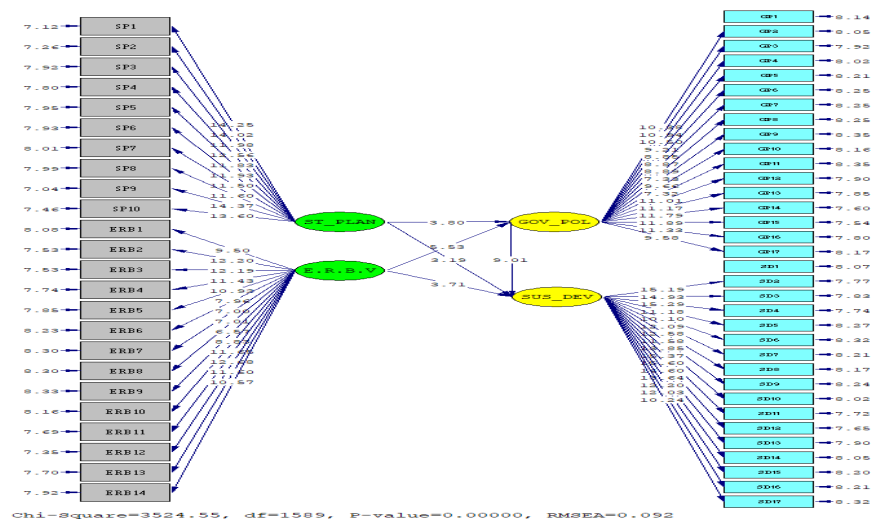


Figure 4.7. Structural Model (T Values)

Source: Results of Processing with LISREL 8.80

t-values model image displays a complete model trajectory diagram with numbers indicating the t-value of each estimated number.

In the results of data analysis using the *Structural Equation Model (SEM)* method and using the *LISREL 8.80* application software processing tool , a summary of the model suitability index is obtained as shown in Table 4.12 below:

Table 4.1 2. Model Fit Index

Goodness of fit index	Criteria (cut-off value)	Results	Conclusion
X ² - Chi-square	Expected small	3524.55	
Significance probabilities	< 0.05	0.000	Models don't fit
RMSEA	≤ 0.1	0.092	fit models
NFIs	≥ 0.90	0.94	fit models
NNFI	≥ 0.90	0.96	fit models
PNFI	≥ 0.90	0.90	fit models

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

CFI	≥ 0.90	0.96	fit models
IFI	≥ 0.90	0.96	fit models
RFI	≥ 0.90	0.94	fit models

Source: processed data

Based on Table 4.16 above, there are seven model fit indices that have good fit indexes, namely: RMSEA, NFI, NNFI, PNFI, CFI, IFI and RFI. Thus, it can be continued in the next analysis.

Furthermore, based on Figure 4.5, Figure 4.6 and Figure 4.7, there are results that contain information about the estimation results from structural equations or equations from the structural model. Where in this section relates to the evaluation of the coefficients or parameters that indicate a causal relationship or the influence of one latent variable on other latent variables. The resulting structural model equation is as follows:

Structural Equations			
GOV_POL = 0.30*ST_PLAN + 0.48*E.R.B.V, Errorvar.= 0.52 , R ² = 0.48			
(0.080)	(0.087)	(0.100)	
3.80	5.53	5.25	
SUS_DEV = 0.71*GOV_POL + 0.14*ST_PLAN + 0.19*E.R.B.V, Errorvar.= 0.13, R ² = 0.87			
(0.079)	(0.045)	(0.050)	(0.024)
9.01	3.19	3.71	5.37
Indirect Effects of KSI on ETA			
	ST_PLAN	E.R.B.V	
	-----	-----	
GOV_POL	--	--	
SUS_DEV	0.22	0.34	
	(0.06)	(0.06)	
3.73	5.36		

The value of the coefficient or parameter. This value is a previously estimated value that is used as a comparison of the t-value to test the hypothesis of the study. The results of this evaluation can be summarized in the table below which is accompanied by the assumptions of the hypotheses of the research model as follows:

Table 4.1 3. Hypothesis testing

Path	Estimation	t-value	Conclusion
Strategic Planning → Sustainable Development	0.14	3.19	Accepted
Economic Resource Based View → Sustainable Development	0.19	3.71	Accepted
Government Policy → Sustainable Development	0.71	9.01	Accepted
Strategic Planning → Government Policy	0.30	3.80	Accepted
Economic Resource Based View → Government Policy	0.48	5.53	Accepted
Strategic Planning → Government Policy → Sustainable Development	0.22	3.73	Accepted
Economic Resource Based View → Government Policy → Sustainable Development	0.34	5.36	Accepted

Source: Results of Processing with LISREL 8.80

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

The following is an explanation of the results of the calculation of the direct, indirect and total effects.

Table 4.1 4. Calculation of Direct, Indirect & Total Influence

Variable	Great Influence			
	Direct	Indirect	Information	Total
<i>Strategic Planning</i>	0.14	0.22 (t= 3.73)	Through <i>Government Policy</i>	0.36
<i>Economic Resource Based View</i>	0.19	0.34 (t= 5.36)	Through <i>Government Policy</i>	0.53

DISCUSSION OF RESEARCH RESULTS

1. The positive and significant influence of *Strategic Planning* on *Sustainable Development*.

Based on the results obtained, it is known that *Strategic Planning* has a direct effect on *Sustainable Development* with a t-value of 3.19 (t-value > 1.96) thus the hypothesis is accepted which means that there is a direct effect of *Strategic Planning* on *Sustainable Development* at the Ministry of Maritime Affairs and Fisheries . The big influence of *Strategic Planning* on *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries it is 0.14. *Strategic Planning* consists of dimensions: defining company goals and goals, analysis of business environment, analysis of strategic issues, generation, evaluation and selection, and development and implementation, evaluation, and control system . The influence of *Strategic Planning* on *Sustainable Development* is positive and significant. This means that the higher/positive the *Strategic Planning* , the higher/positive *the Sustainable Development* means that the more respondents feel that the company is constantly reviewing and continuously evaluating the strategic plans that have been implemented; always involve management participation in the strategic plan evaluation process; and having a statement about the objectives and a statement about the company's mission , the more respondents feel that gender equality occurs from sustainable development programs; sustainable development safeguards terrestrial ecosystems; sustainable development generates decent jobs and economic growth; sustainable development has an impact on peace, justice and resilient institutions .

2. The positive and significant influence of *Economic Resource Based View* on *Sustainable Development* .

Based on the results obtained, it is known that *the Economic Resource Based View* has a direct effect on *Sustainable Development* with a t-value of 3.71 (t-value > 1.96) so the hypothesis is accepted which means there is a direct effect of *the Economic Resource Based View on Sustainable Development* at the Ministry Maritime Affairs and Fisheries . There is also a large influence of *Economic Resource Based View on Sustainable Development* At the Ministry of Maritime Affairs and Fisheries it is 0.19. *Economic Resource Based View* consists of the dimensions: *rare, valuable, immitable, and non-substitutable* . The influence of *Economic Resource Based View on Sustainable Development* is positive and significant. This means that the higher/positive *the Economic Resource Based View* , the higher/positive *the Sustainable Development* means that the more respondents feel that the structure and size of the company allows them to develop competencies (advantages); competitors cannot clearly imitate the competencies that the company has; companies have competencies in the form of interpersonal relations, trust, and friendship between managers, as well as companies with suppliers and customers , so the more respondents feel that gender equality occurs from sustainable development programs; sustainable development safeguards terrestrial ecosystems; sustainable development generates decent jobs and economic growth; sustainable development has an impact on peace, justice and resilient institutions .

3. The positive and significant influence of *Government Policy* on *Sustainable Development* .

Based on the results obtained, it is known that *Government Policy* has a direct effect on *Sustainable Development* with a t-value of 9.01 (t-value > 1.96) so that the hypothesis is accepted which means that there is direct *Government Policy influence on Sustainable Development* at the Ministry of Maritime Affairs and Fisheries . The magnitude of the partial influence of *Government Policy on Sustainable Development* At the Ministry of Maritime Affairs and Fisheries it is 0.71. *Government Policy* consists of dimensions: transparency, participation, accountability, and coordination . Effect of *Government Policy on Sustainable Development* The Ministry of Maritime Affairs and Fisheries in Indonesia in the Context of National Economic Recovery is positive and significant. Means that the higher/positive *Government Policy* , the higher/positive *Sustainable Development* means that more respondents feel that the participation process opens opportunities for policy makers to gain new knowledge, integrate public expectations into the policy-making process, as well as anticipate social conflicts that may arise; accountability will go through certain testing processes; input from various parties in the policy-making process can help policy makers consider various issues, perspectives and alternative options in solving a problem , the more respondents feel that gender equality occurs from sustainable

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

development programs; sustainable development safeguards terrestrial ecosystems; sustainable development generates decent jobs and economic growth; sustainable development has an impact on peace, justice and resilient institutions .

4. The positive and significant influence of Strategic Planning on Government Policy.

Based on the results obtained, it is known that *Strategic Planning* has a direct effect on *Government Policy* with a *t-value* of 3.80 (*t-value* > 1.96) thus the hypothesis is accepted which means that there is a direct effect of *Strategic Planning on Government Policy* at the Ministry of Maritime Affairs and Fisheries . As for the partial influence of *Strategic Planning on Government Policy* At the Ministry of Maritime Affairs and Fisheries it is 0.30. *Strategic Planning* consists of dimensions: *defining company goals and goals, analysis of business environment, analysis of strategic issues, generation, evaluation and selection, and development and implementation, evaluation, and control system* . *Government Policy* consists of dimensions: transparency, participation, accountability, and coordination . The Influence of *Strategic Planning on Government Policy* The Ministry of Maritime Affairs and Fisheries in Indonesia in the Context of National Economic Recovery is positive and significant. Means the higher/positive *Strategic Planning* , the higher/positive *Government Policy* At the Ministry of Maritime Affairs and Fisheries, it means that more and more respondents feel that the company is constantly reviewing and continuously evaluating the strategic plans that have been implemented; always involve management participation in the strategic plan evaluation process; and having a statement about the goals and a statement about the company's mission , the more respondents feel that the participation process opens up opportunities for policy makers to gain new knowledge, integrate public expectations into the policy-making process, as well as anticipate social conflicts that may arise; accountability will go through certain testing processes; input from various parties in the policy-making process can help policy makers consider various issues, perspectives, and alternative options in solving a problem .

5. The positive and significant influence of Economic Resource Based View on Government Policy.

Based on the results obtained, it is known that *the Economic Resource Based View* has a direct effect on *Government Policy* with a *t-value* of 5.53 (*t-value* > 1.96) thus the hypothesis is accepted which means there is a direct effect of *the Economic Resource Based View on Government Policy* in Ministry of Maritime Affairs and Fisheries . As for the partial influence of *the Economic Resource Based View on Government Policy* At the Ministry of Maritime Affairs and Fisheries it is 0.48. *Economic Resource Based View* consists of the dimensions: *rare, valuable, immitable, and non-substitutable* . *Government Policy* consists of dimensions: transparency, participation, accountability, and coordination . The Effect of *Economic Resource Based View on Government Policy* At the Ministry of Maritime Affairs and Fisheries is positive and significant. This means that the higher/positive *the Economic Resource Based View* , the higher/positive *the Government Policy* means that the more respondents feel that the structure and size of the company allows them to develop competencies (advantages); competitors cannot clearly imitate the competencies that the company has; companies have competencies in the form of interpersonal relations, trust, and friendship between managers, as well as companies with suppliers and customers , so more and more respondents feel that the participation process opens opportunities for policy makers to gain new knowledge, integrate public expectations into the policy-making process, as well as anticipate conflicts social events that may arise; accountability will go through certain testing processes; input from various parties in the policy-making process can help policy makers consider various issues, perspectives, and alternative options in solving a problem .

6. Positive and significant influence Strategic Planning for Sustainable Development mediated Government Policy .

Based on the results obtained, it is known that the indirect effect of *Strategic Planning on Sustainable Development* through *Government Policy* is 0.22 and the *t-value* is 3.73 (*t-value* > 1.96). Thus the hypothesis is accepted, which means that there is an indirect effect of *Strategic Planning on Sustainable Development* at the Ministry of Maritime Affairs and Fisheries mediated by *Government Policy* . The influence of *Government Policy* mediation between *Strategic Planning* and *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries is positive and significant. Means that the higher/positive *the Government Policy* , the stronger the influence of *Strategic Planning on Sustainable Development* at the Ministry of Maritime Affairs and Fisheries , meaning that more and more respondents feel that the company is constantly reviewing and continuously evaluating the strategic plans that have been implemented; always involve management participation in the strategic plan evaluation process; and having a statement of objectives and a statement of the company's mission , further strengthening the participatory process opens opportunities for policy makers to gain new knowledge, integrates public expectations into the policy-making process, as well as anticipates social conflicts that may arise; accountability will go through certain testing processes; input from various parties in the policy-making process can help policy makers consider various issues, perspectives and alternative options in solving a problem, so that in the end gender equality occurs from sustainable development programs; sustainable development safeguards

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

terrestrial ecosystems; sustainable development generates decent jobs and economic growth; sustainable development has an impact on peace, justice and resilient institutions .

7. Positive and significant influence Economic Resource Based View towards Sustainable Development mediated Government Policy .

Based on the results obtained, it is known that the indirect effect of *Economic Resource Based View* on *Sustainable Development* through *Government Policy* is 0.34 and the *t-value* is 5.36 ($t\text{-value} > 1.96$) thus the hypothesis is accepted which means there is an influence of *Economic Resource Based An indirect view of Sustainable Development* at the Ministry of Maritime Affairs and Fisheries mediated by *Government Policy* . The influence of *Government Policy* mediation between *Economic Resource Based View* and *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries is positive and significant. It means that the higher/positive *the Government Policy* , the stronger the influence of *the Economic Resource Based View* on *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries, it means that more and more respondents feel that the structure and size of the company allows them to develop competence (advantage); competitors cannot clearly imitate the competencies that the company has; companies have competencies in the form of interpersonal relations, trust, and friendship between managers, as well as companies with suppliers and customers , so they increasingly feel that the participation process opens opportunities for policy makers to gain new knowledge, integrate public expectations into the policy-making process, as well as anticipate social conflicts that may appear; accountability will go through certain testing processes; input from various parties in the policy-making process can help policy makers consider various issues, perspectives and alternative options in solving a problem , so that in the end gender equality occurs from sustainable development programs; sustainable development safeguards terrestrial ecosystems; sustainable development generates decent jobs and economic growth; sustainable development has an impact on peace, justice and strong institutions.

CONCLUSION

The conclusion of this research in general is that there is a direct effect of *Strategic Planning* and *Economic Resource Based View* on *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries and there is an indirect influence of *Strategic Planning* and *Economic Resource Based View* on *Sustainable Development* At the Ministry of Maritime Affairs and Fisheries mediated by *Government Policy* And of the seven hypotheses proposed, all of them are proven to be accepted, which means that there is a direct and indirect effect of the independent variables on the dependent variable. *Government Policy* plays a very important role as a mediation in improving *Strategic Planning* and *Economic Resource Based View* towards *Sustainable Development* at the Ministry of Maritime Affairs and Fisheries .

Based on the research objectives, the results of hypothesis testing and the discussion in the previous chapter, it can be concluded in detail some of the research results as follows:

1. There is a positive and significant effect of *Strategic Planning* on *Government Policy* . This shows that in a positive, significant increase in *Strategic Planning* on the dominant dimension, namely *the analysis of business environment dimension* , will result in an increase in *Government Policy* .
2. There is a positive and significant effect of *Economic Resource Based View* on *Government Policy* . This shows that in a positive, significant increase in *the Economic Resource Based View* on the dominant dimension, namely *Rare* , will result in an increase in *Government Policy* .
3. There is a positive and significant effect of *Government Policy* on *Sustainable Development* . This shows that in a positive, significant increase in *Government Policy* on the dominant dimension, namely the accountability dimension , will result in increased *Sustainable Development* .
4. There is a positive and significant effect of *Strategic Planning* on *Sustainable Development* . This shows that in a positive, significant increase in *Strategic Planning* on the dominant dimension, namely *the analysis of business environment dimension* , will result in an increase in *Sustainable Development* .
5. There is a positive and significant positive and significant influence of *Economic Resource Based View* on *Sustainable Development* . This shows that in a positive, significant increase in *the Economic Resource Based View* on the dominant dimension, namely the *Rare dimension* , will result in an increase in *Sustainable Development* .
6. There is a positive and significant effect of *Strategic Planning* on *Sustainable Development* which is mediated by *Government Policy* . This shows that positively and significantly improving the effectiveness of *Government Policy* on the dominant dimension, namely the accountability dimension , will result in increasing the influence of *Strategic Planning* on *Sustainable Development* .

The Influence of Strategic Planning and Economic Resource Base View on Sustainable Development Mediated by Government Policy at the Ministry of Maritime Affairs and Fisheries

Development and the results of this study are new compared to the results of previous studies which can increase the influence of *Strategic Planning on Sustainable Development*.

7. There is a positive and significant effect of *Economic Resource Based View on Sustainable Development* which is mediated by *Government Policy*. This shows that positively significant improvement in the effectiveness of *Government Policy* on the dominant dimension, namely the accountability dimension will result in increasing the influence of *the Economic Resource Based View on Sustainable Development* and the results of this study are new compared to the results of previous studies which can increase the influence of *the Economic Resource Based View on Sustainable Development*. *Development*.

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