

Analysis of Public Perception of the Revitalization of Roro Dompok Port in Tanjungpinang City

Riska Ananda¹, Tri Asha Lonika², Rizqi Apriani Putri³

^{1,2,3}Universitas Maritim Raja Ali Haji, Tanjungpinang. Indonesia

Correspondence: Riskaanda525@gmail.com¹



Received: December 19, 2024 | Revised: May 26, 2025 | Accepted: May 30, 2025



<https://doi.org/10.69812/jgs.v2i1.79>

ABSTRACT

Port infrastructure plays a crucial role in supporting economic growth, connectivity, and public services, particularly in archipelagic regions such as Indonesia. Roro Dompok Port in Tanjungpinang City is a strategic transportation hub connecting the Riau Islands Province to surrounding areas, yet it has faced challenges in infrastructure quality, service efficiency, and user comfort. This study aims to analyze public perception of the port's revitalization program and its impact on service quality and passenger satisfaction. A quantitative survey approach was applied, involving 518 purposively selected respondents, including passengers, vehicle owners, and logistics operators. Data were collected through a structured questionnaire covering service aspects such as cleanliness, security, facilities, officer responsiveness, ticketing, and departure flow, measured using the Community Satisfaction Index (CSI). The findings indicate that overall satisfaction falls within the "less good" category, with an average score of 2.95. While 66.7% of respondents rated waiting room cleanliness as "good" and improvements such as canopies and parking arrangements positively influenced comfort, other areas require enhancement. The revitalization has been well-received by the public, particularly in terms of new facilities and better passenger experience, but gaps remain in infrastructure capacity and operational performance. In conclusion, the study highlights the importance of aligning technical upgrades with community needs, enhancing service transparency, and fostering collaboration among stakeholders to ensure sustainable port development. The results provide empirical insights to guide strategic improvements that can strengthen Roro Dompok Port's role in regional economic integration and maritime connectivity.

Keyword: Port, Revitalization, Public Perception, Service Quality



INTRODUCTION

Port infrastructure plays a vital role in regional economic development, trade facilitation, and socio-cultural connectivity, particularly in archipelagic nations such as Indonesia. As a gateway for the movement of people and goods, ports function not only as nodes in the transportation network but also as catalysts

for urban growth, regional integration, and community development. In this context, the Roro (Roll-on/Roll-off) Dompok Port in Tanjungpinang City, Provinsi Kepulauan Riau, represents a strategic facility that connects the capital city to surrounding islands and supports inter-island economic activities. However, despite its potential, the port has faced challenges related to infrastructure quality, service efficiency, environmental sustainability, and integration with broader urban revitalization efforts.

The revitalization of port infrastructure is increasingly recognized as a crucial strategy for improving competitiveness, attracting investment, and enhancing public services (Henderson et al., 2025; Ramlee et al., 2015). It is not merely a technical upgrade but a comprehensive process involving spatial planning, socio-economic integration, and stakeholder engagement (Aravot, 1996; Guo, 2022). In line with global and regional trends, the Roro Dompok Port revitalization program aims to improve operational capacity, optimize land use, strengthen environmental management, and foster community participation. Yet, as previous studies have demonstrated, the success of such projects often depends heavily on public perception and acceptance (Lee & Chang, 2015; Orr & West, 2002).

Urban and regional revitalization research has increasingly emphasized the role of local communities as active agents rather than passive beneficiaries (Niu et al., 2025; Norris et al., 2022). Public perception shapes the legitimacy of revitalization efforts, influences behavioral change, and can determine the long-term sustainability of infrastructure projects (Liu et al., 2022). In port-related revitalization, these perceptions are shaped by tangible factors such as improved facilities, accessibility, and safety, as well as intangible factors like trust in governance, alignment with community values, and perceived socio-economic benefits (Lyu et al., 2025). Given that Tanjungpinang City's economic vitality and connectivity are closely tied to maritime accessibility, understanding public perception of the Roro Dompok Port revitalization is critical to ensuring the program's relevance, effectiveness, and social acceptance.

The urgency of analyzing public perception in the case of Roro Dompok Port stems from three interconnected considerations. First, infrastructure revitalization in developing and island regions is often capital-intensive, requiring significant public investment and stakeholder alignment (Yu et al., 2024; Zhou et al., 2023). Misalignment between development priorities and community expectations can lead to underutilization, inefficiency, and public dissatisfaction, undermining the intended socio-economic benefits (Yudithia et al., 2024).

Second, Provinsi Kepulauan Riau, including Tanjungpinang City, operates in a competitive maritime environment, where neighboring ports both domestic and international continuously enhance their facilities and services. Without a well-implemented revitalization strategy that addresses both technical and social dimensions, Roro Dompok Port risks losing its competitive edge, which could impact trade, tourism, and inter-island mobility.

Third, aligning port revitalization with sustainable development principles is essential in today's policy environment (Jiang et al., 2025; Xu & Sakai, 2024). Modern revitalization strategies must balance economic growth with environmental preservation, cultural heritage protection, and equitable community benefits (Henderson et al., 2025). Public perception becomes a key indicator of whether these multidimensional goals are being met in practice. In short, addressing the public's views is not only a matter of community relations

but a strategic necessity to secure political support, attract investment, and ensure long-term operational success.

This article positions itself within the broader literature on urban and regional revitalization, port development, and community engagement, drawing particularly on studies that examine the interplay between infrastructure renewal and stakeholder perception (Aravot, 1996; Orr & West, 2002; Lee et al., 2021; Guo, 2022). While existing research has examined public attitudes toward urban spaces, rural revitalization, and heritage sites (Liu et al., 2022; Lyu et al., 2025; Niu et al., 2025), fewer studies have focused specifically on port revitalization in the Indonesian maritime context. This gap is significant given Indonesia's geographic dependence on maritime transportation and the increasing role of Roro ports in regional integration.

Ultimately, this research aims to bridge the gap between technical planning and community-centered development, reinforcing the notion that successful revitalization is not measured solely by physical transformation, but by the degree to which it resonates with, and is embraced by, the people it is meant to serve.

RESEARCH METHOD

This study employed a quantitative research method with a survey approach to examine public perception of the revitalization of Roro Dompok Port in Tanjungpinang City, Provinsi Kepulauan Riau. The population in this study consisted of residents and service users who had direct experience using the port after the revitalization program was implemented. Sampling was carried out using a purposive sampling technique, targeting individuals such as passengers, vehicle owners, and logistics operators (Creswell & Creswell, 2018). A total of 518 respondents participated, a number deemed sufficient to represent the diversity of port users. Data collection took place at Roro Dompok Port and its surrounding areas over a one-month period in late 2023, when new facilities such as canopies and parking arrangements were already operational.

The data were obtained through a structured questionnaire designed to capture respondents' demographic characteristics and their perceptions of various service aspects, including facilities, cleanliness, security, officer responsiveness, ticketing process, departure flow, and the overall benefits of the revitalization. Each item was measured using a Likert scale, with score interpretations based on the Community Satisfaction Index (CSI) criteria (Leavy, 2022). The instrument underwent content validation through expert review, while reliability was tested using Cronbach's Alpha to ensure internal consistency, with a minimum acceptable value of 0.70.

The collected data were analyzed using descriptive statistics to determine frequency distributions, percentages, and mean scores for each indicator, supported by cross-tabulation to compare perceptions across different user groups. Mean scores were interpreted according to CSI categories, where values between 3.26–4.00 indicate "Good/Very Good," 2.60–3.25 indicate "Fair/Less Good," and 1.00–2.59 indicate "Poor." Ethical considerations were applied throughout the research process, with respondents participating voluntarily and their responses kept anonymous (Heale & Twycross, 2015).

RESULTS AND DISCUSSION

1. Port

A public port is a port that is built for the public interest and provides services. A seaport is a water area that is safe from storms, waves, and currents

where ships can move, dock, and drop anchor in a way that allows loading and unloading of goods and transferring passengers. Seaports have the main function of transferring cargo and supporting industrial activities. From the perspective of port entrepreneurs, facilities must be equipped to meet the needs of ship activities, such as shipping lanes for entry and exit, mooring equipment, dock loading and unloading facilities, goods inspection, warehousing, and the provision of local transportation networks around the port (Putra & Djalante, 2016)

Ports usually function as places for ships to dock, anchor, embark and disembark passengers, and load and unload goods, equipped with facilities to maintain shipping safety and support port activities, as well as locations for transfers between modes of transportation. A port consists of land and water with defined boundaries used for economic and governmental activities. In compliance with shipping safety requirements and port support activities, ports also facilitate goods transportation between countries and between ports (Uliyani et al., 2025)

Roro Dompok Port is one of the inter-island crossings located in Tanjung Pinang City. This port has three crossing routes: Tanjung Pinang–Dabo Singkep, Tanjung Pinang–Karimun, and Tanjung Pinang–Daik Lingga. It operates for five days a week, except on Wednesdays and Saturdays when no ships run. In addition to passenger transport, the port also serves expeditions, cars, and motorcycles. Facilities include bathrooms, toilets, waiting rooms, parking areas, and canteens. Security checks are conducted on all passengers, expeditions, motorcycles, and cars entering the ship, with permits, tickets, and goods inspected by security from the TNI, Police, and Transportation Service.

The development of port infrastructure in Indonesia is a major focus for supporting national economic growth and strengthening connectivity between regions, especially in the archipelago. Ports as logistics hubs play an important role in facilitating the flow of goods and services, as well as supporting domestic and international trade activities (Sajidin et al., 2024). Along with increasing trade volumes and community mobility, the need for adequate, modern, and efficient port facilities has become urgent. The central and regional governments continue to promote capacity increases through various infrastructure development and revitalization programs, both in terms of physical facilities and service support systems (Rachmadi, 2016)

A concrete example is the study on Panjang Port in Lampung, which found that while the port met minimum standards as an international cargo facility, it still faced challenges in optimizing operations. Improvements needed include relocating tugboats to ensure smooth berthing, constructing office buildings to support administrative activities, and reactivating railway lines directly connected to the port. These measures are important for increasing logistics efficiency, accelerating loading and unloading processes, and expanding goods distribution to hinterland areas (Rachmadi, 2016)

Port digitalization is a strategic step in modernizing Indonesia's national logistics system. In line with rising trade volumes and growing demand for faster, more efficient services, digital transformation offers solutions to bureaucratic bottlenecks and delays. One key implementation is the Inaportnet system, an online platform integrating various ship and cargo services electronically, designed to streamline operations, enhance transparency, and reduce national logistics costs (Utama et al., 2024)

The implementation of Inaportnet has significantly improved service efficiency in major Indonesian ports. Processes that once required manual paperwork and lengthy processing can now be completed online within hours.

Users can request ship services, make payments, and monitor service status in real time. This accelerates workflows and reduces the risk of illegal levies, as all transactions are digitally recorded and conducted transparently.

However, challenges remain in the uneven adoption of technology across the country's ports. While major ports such as Tanjung Priok, Belawan, and Tanjung Perak have successfully adopted the system, smaller ports especially in eastern Indonesia lag in digital infrastructure and human resource capacity. Many lack stable internet access, adequate computer equipment, and trained personnel to operate digital systems. As a result, services in these ports remain manual, leading to high logistics costs and slow distribution (Kusuman, 2023; Labandi & Haris, 2023)

2. Infrastructure

Infrastructure is the wheel of national development and a driver for economic growth. The distribution patterns of both goods and passengers depend on the activities of the transportation sector. Regional-based infrastructure development is increasingly important. Experience shows that, in addition to transportation infrastructure which plays a key role in reducing regional isolation the availability of irrigation is essential for the progress of agriculture and other industries. Infrastructure development through capacity expansion benefits economic development at both national and regional levels. Although development costs are higher, infrastructure projects must be accepted by the community from various perspectives, including environmental considerations, urban spatial planning, and socio-economic aspects (Syadullah & Setyawan, 2021)

Infrastructure is closely related to social welfare and environmental quality, and it also has an impact on the economic growth of a region. Better levels of social welfare and environmental quality, as well as higher economic growth, usually occur in areas with more complete infrastructure systems (Audretsch et al., 2015; Luo et al., 2022). Port infrastructure requires substantial investment, and the success or failure of such projects has long-term consequences.

The presence of a port influences economic growth in the surrounding area, benefiting the government and investors while also providing external benefits to the regional economy. The Regional Technical Service Unit (UPTD) of the Kepulauan Riau Province Transportation Service is responsible for the Roro Dompok Port, which is strategically positioned to meet community needs by providing passenger and vehicle transportation along with goods distribution, helping to reduce price disparities among the islands in the province

On the other hand, Roro Dompok Port faces difficulties in optimizing its role as a regional feeder port. A GAP analysis shows a gap between the port's objectives and its actual performance. Although Roro Dompok Port was built to support the main and collecting ports and to serve the community, its performance remains below expectations, limiting its contribution to regional economic growth. According to KEPMENPAN No. 63 of 2004, services that directly benefit recipients and are consumed within a certain period are essential for achieving tiered community satisfaction targets. Furthermore, the Derivation of Ministerial Regulation No. 40 of 2024 on the Implementation of River and Lake Ports sets out six standards for passenger services at ports (Susanto et al., 2024).

Port infrastructure is a vital component in supporting economic growth and regional connectivity, particularly in an archipelagic country like Indonesia. Ports function not only as transportation hubs but also as gateways for trade and goods distribution between regions. Developing effective and efficient port infrastructure

is crucial for facilitating the flow of goods and services, especially in eastern Indonesia, which continues to face connectivity challenges. A study at Bungkutoko Port revealed that improving dock and yard facilities is a key strategy for accommodating the growth of sea transportation traffic in the coming years (Manetti et al., 2017).

An evaluation of public services at Roro Dompok Port shows that although the port's location is strategic and its basic facilities are adequate, weaknesses remain in infrastructure capacity and service transparency. Increasing port capacity, improving infrastructure, and enhancing transparency and accountability are necessary to improve public service effectiveness. From an international perspective, integrating port services with inland transportation and logistics systems is essential for improving efficiency and competitiveness. Integration enhances inter-port competition and operational efficiency, while public sector reform and the role of ports in the international supply chain are key to globalization and improved port performance. Moreover, the role of port authorities in implementing a port community system is critical for boosting operational efficiency and transparency.

3. Revitalisasi Port Roro Dompok

Roro Dompok Port functions as a berth, a place for loading and unloading goods and docking of ferry transportation and is responsible for providing public services to passengers and the general public. Maximum port service based on ethical motivation for the welfare of the community is an important way to improve the welfare of the community as a whole and the progressiveness of local revenue. Ferry transportation services at Roro Dompok Port, Kepulauan Riau Province are an important part of inter-island transportation in the border area, which contributes to the distribution of goods and services that allow its people to operate. As an effort to meet the needs and desires of the people of Kepulauan Riau Province, the Roro Dompok Port authority strives to provide the best public service.

In 2023, the analysis results showed an average score of 2.95, which falls within the score interval of 2.60 to 3.05 and is categorized as "less good." This indicates that user satisfaction with the facilities and infrastructure of the Kepulauan Riau Province Marine and Fisheries Service is in the less good category. The results of the user satisfaction questionnaire for service facilities and infrastructure are presented in the following table.

Port revitalization is a strategic process aimed at increasing the capacity and quality of port services to support mobility and regional economic growth. Roro Dompok Port, as a connecting port between islands in the Kepulauan Riau, has great potential in enhancing regional connectivity. An efficient port can stimulate trade flows and create a multiplier effect on the local economy. Studies show that the development of port infrastructure in eastern Indonesia plays a significant role in accelerating the growth of underdeveloped regions by reducing disparities in logistics access. This is relevant to the current condition of Roro Dompok Port, which is not yet optimal in terms of capacity and service. The revitalization process covering improvements to public facilities, modernization of the ticketing system, and enhanced security is a key factor in the success of this transformation.

Good public service in the maritime transportation sector is influenced by the integration of service management, supporting facilities, and professional human resources. Therefore, the design of Roro Dompok Port infrastructure

should consider coastal ecology and the use of environmentally friendly energy. Development of port infrastructure also improves the efficiency of the movement of people and goods. Increased sea connectivity supports supply chain efficiency and the distribution of local commodities, especially in archipelagic regions. This reinforces the urgency of accelerating port revitalization as a regional logistics hub.

Empirical evidence shows that port revitalization can increase user satisfaction by as much as 30% within two years of implementation. This suggests that the Roro Dompok Port revitalization policy should be carried out consistently, with periodic measurement of performance indicators. Port revitalization also has a positive effect on marine tourism. A well-organized and comfortable port can attract tourists and support the development of ship-based marine tourism destinations. This makes it important to enhance aesthetic elements of the port, such as creating iconic landmarks, modern waiting rooms, and attractive photo spots, as has already been initiated at Roro Dompok Port.

Table 1. Frequency Distribution of Public Satisfaction with Service Facilities and Infrastructure

No	Answer	Score	Frequency (F)	Percentage (%)
1	Strongly Agree	4	122	24
2	Agree	3	269	52
3	Disagree	2	106	20
4	Strongly Disagree	1	21	4
Total		518	100	

Source: Community Satisfaction Survey Report, Department of Transportation of Kepulauan Riau Province, 2023.

Survey results from the Tanjungpinang community indicate that improvements such as the provision of canopies and better parking arrangements have had a positive impact on user comfort. Comfort in public facilities is a major factor in improving public perceptions of port services. It is important to note that the challenges of port revitalization are not limited to technical issues but also involve governance. The success of port management depends heavily on collaboration between local governments, port operators, and the community. This collaborative approach can serve as a model for strengthening the synergy in Roro Dompok Port's development.

Internationally, port revitalization strategies in countries such as Japan and South Korea can serve as valuable references. Ports that have adopted digital technologies such as smart port systems and real-time management—have achieved significant improvements in service efficiency. Roro Dompok Port can gradually implement similar digital solutions, including electronic ticketing and real-time departure monitoring. Regionally, integrating the port within a multimodal transportation system can accelerate both logistics and passenger flows. This should be accompanied by the construction of adequate road access, integrated passenger terminals, and land transport facilities to ensure the smooth and sustainable movement of goods and people.

Finally, revitalization should also address the socio-cultural aspects of the surrounding community. A port is not only a technical facility but also a part of the social life of coastal communities. Planning should ensure that Roro Dompok Port serves as an inclusive public space that is comfortable, welcoming, and able to accommodate the socio-cultural needs of the local population.

Based on the results of the Tanjungpinang community satisfaction survey, a majority of respondents expressed a positive perception of the cleanliness and comfort of the waiting room. Specifically, 66.7% rated it as "good," while the remaining 33.3% rated it as "very good." This indicates a generally favorable impression of the physical environment provided for passengers at the port.

In addition to the physical facilities, the survey also evaluated public satisfaction with the response and attitude of port officers. The results showed that 64.3% of respondents considered the officers' response and attitude to be "good," reflecting that most visitors were satisfied with how the officers interacted with them during their time at the port. Meanwhile, 31% rated the response and attitude of port officers as "very satisfied," further indicating that a significant portion of the community appreciated the officers' helpfulness and professionalism. However, 4.8% expressed that they were "less satisfied," suggesting that there is still room for improvement in this area.

The survey also measured general satisfaction with port services. From the data gathered, 76.2% of respondents indicated that the services were "good," showing that the majority of the community believes the overall port services meet their expectations in terms of quality and delivery. Furthermore, 21.4% rated the port services as "very good," reflecting positively on the efforts made by port management to improve service quality. Despite these favorable responses, 2.4% of respondents rated the port services as "less good." Although this is a relatively small proportion, it underlines the importance of continuous evaluation and improvement to ensure that all users receive optimal service and have a positive experience at the port.

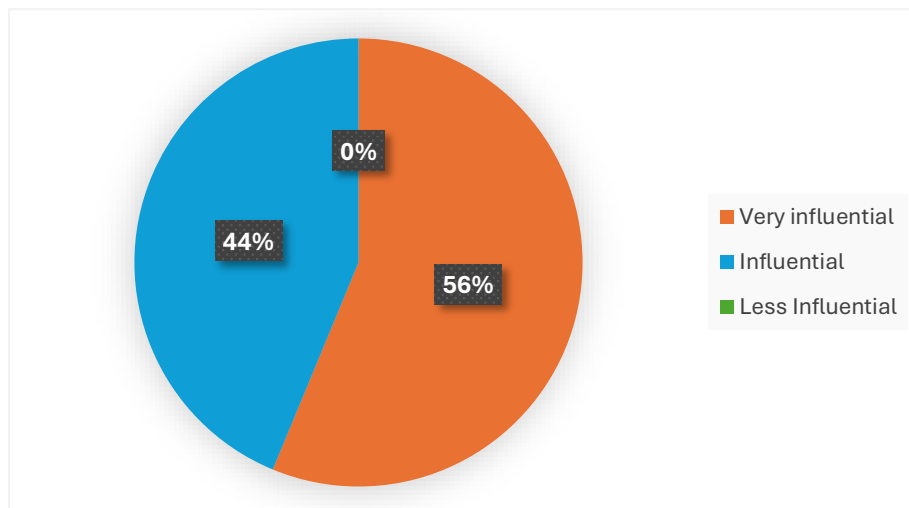


Figure 1. Results of the Tanjungpinang Community Satisfaction Survey on the Services of Roro Dompok Tanjungpinang Port.

Source: Author, 2025

There were 61.9 respondents who stated (good), 35.7% (very good), and 2.4% (less good) regarding the satisfaction survey of the boarding process and departure flow at the Roro Dompok Tanjungpinang port. In the satisfaction survey in the field of security and safety of service users or passengers, there were 64.3% (adequate), 31% (very adequate), and 4.8% (less adequate). For satisfaction with the renewal of the Roro Dompok Tanjungpinang Port, one of which is the provision of a canopy on access to the ticket room, there were 58% (very influential) and 42.5% (influential) this can be proven by the survey results in diagram 2 below.

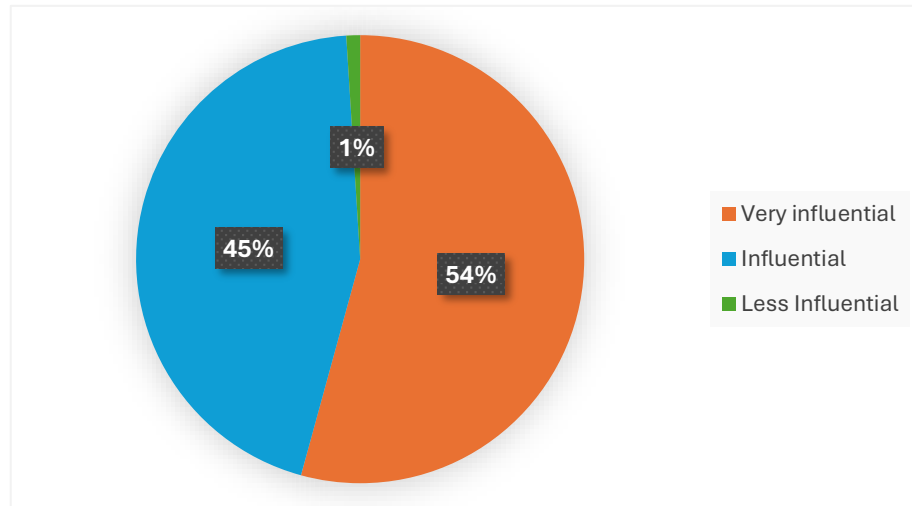


Figure 2. Survey Results on the Revitalization of Roro Dompok Port for Canopy Provision
Source: Author, 2025

This shows that the revitalization of Roro Dompok Port has an impact on the comfort of users or passengers who use the sea crossing at Roro Dompok Port. In addition to the Canopy which is one of the new supporting facilities to complement the comfort of passengers when accessing the counter to buy tickets, there are also new facilities at the port, namely an icon that says "Roro Dompok Ferry Port" which allows visitors and passengers to make this one of the photo spots when the ship docks at the port. The hanging parking sign is also one of the facilities at the Roro Dompok port which aims to regulate the rows of vehicles using the sea crossing, this can help improve passenger comfort so that accidents do not occur when they want to enter the ship.

CONCLUSION

The revitalization of Roro Dompok Port in Tanjungpinang City has been undertaken to address both infrastructure shortcomings and user comfort, aiming to strengthen regional connectivity and economic growth. As a strategic inter-island transportation hub in the Riau Islands Province, the port plays a vital role in passenger movement, goods distribution, and local economic activity. Survey results reveal that while certain improvements, such as the provision of canopies, parking arrangements, and upgraded waiting areas, have positively impacted public perception, overall satisfaction still falls within the "less good" category. This indicates that, despite progress, service quality, operational efficiency, and infrastructure capacity require further enhancement.

The study emphasizes that port revitalization is not solely about physical upgrades but also about integrating social, environmental, and governance dimensions. Public perception emerged as a crucial determinant of the program's success, as community acceptance influences both utilization rates and long-term sustainability. Respondents generally expressed positive views regarding cleanliness, officer responsiveness, and safety, but gaps remain in fully meeting user expectations. This aligns with broader research showing that effective port development requires coordination among government authorities, port operators, and local communities, ensuring that improvements align with public needs and sustainable development principles.

The revitalization of Roro Dompok Port has made notable strides in enhancing service quality and user comfort, but the transformation is still in

progress. Future development should focus on expanding capacity, implementing digital technologies, improving service transparency, and ensuring environmental sustainability. Additionally, fostering inclusive public participation and maintaining consistent performance evaluation will be essential to sustaining the benefits of revitalization. By balancing technical modernization with social integration, Roro Dompok Port can strengthen its role as a competitive maritime gateway and a driver of regional prosperity.

REFERENCES

- Aravot, I. (1996). Integration of future users' evaluations into the process of urban revitalization. *Evaluation and Program Planning*, 19(1), 65–78. [https://doi.org/10.1016/0149-7189\(95\)00040-2](https://doi.org/10.1016/0149-7189(95)00040-2)
- Audretsch, D. B., Heger, D., & Veith, T. (2015). Infrastructure and entrepreneurship. *Small Business Economics*, 44(2), 219–230. <https://doi.org/10.1007/S11187-014-9600-6>
- Creswell, J. W., & Creswell, J. D. (2018). *Research design. Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Guo, Z. H. (2022). Local Revitalization: Support from Local Residents. *Sustainability*, 14(14), 8298. <https://doi.org/10.3390/SU14148298>
- Heale, R., & Twycross, A. (2015). Validity and reliability in quantitative studies. *Evidence-Based Nursing*, 18(3), 66–67. <https://doi.org/10.1136/EB-2015-102129>
- Henderson, H., Sullivan, H., & Gleeson, B. (2025). Cultural pluralism and inclusive urban revitalisation: The experience of Dandenong, Melbourne. *Progress in Planning*, 194, 100943. <https://doi.org/10.1016/J.PROGRESS.2025.100943>
- Jiang, Y., Long, H., Tang, Y. ting, & Deng, W. (2025). Measuring the role of land consolidation to community revitalization in rapidly urbanizing rural China: A perspective of functional supply-demand. *Habitat International*, 155, 103237. <https://doi.org/10.1016/J.HABITATINT.2024.103237>
- Kusuman, H. P. (2023). Peran Kebijakan Maritim Nasional Dalam Mendukung Pertumbuhan Ekonomi Melalui Transportasi Laut. *Jurnal Kesehatan & Disiplin Ilmu*, 1(3), 213–223. <https://doi.org/10.20527/ISSJ.V5I1.8489>
- Labandi, L., & Haris, M. (2023). Development of Indonesian Maritime Sovereignty Culture Through Indonesian Maritime Policy with Indonesian Maritime Defense Strategy. *The Innovation of Social Studies Journal*, 5(1), 33. <https://doi.org/10.20527/ISSJ.V5I1.8489>
- Leavy, P. (2022). *Research design: quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*. The Guilford Press.
- Lee, L. H., & Chang, Z. Y. (2015). A model for predicting tourist carrying capacity and implications for fish conservation. *Environmental Biology of Fishes*, 98(3), 871–884. <https://doi.org/10.1007/S10641-014-0335-7>
- Liu, S., Ge, J., Bai, M., Yao, M., He, L., & Chen, M. (2022). Toward classification-based sustainable revitalization: Assessing the vitality of traditional villages. *Land Use Policy*, 116, 106060. <https://doi.org/10.1016/J.LANDUSEPOL.2022.106060>
- Luo, Q., Hu, H., Feng, D., & He, X. (2022). How does broadband infrastructure promote entrepreneurship in China: Evidence from a quasi-natural experiment. *Telecommunications Policy*, 46(10). <https://doi.org/10.1016/j.telpol.2022.102440>

- Lyu, Y., Abd Malek, M. I., Binti Ja'afar, N. H., Liu, C., Liu, Z., & Han, Z. (2025). Multi-data driven and space syntax approach to urban heritage revitalization: Insights from Zhongshan Rd. Historic District, China. *Ain Shams Engineering Journal*, 16(8), 103473. <https://doi.org/10.1016/J.ASEJ.2025.103473>
- Manetti, G., Bellucci, M., & Bagnoli, L. (2017). Stakeholder Engagement and Public Information Through Social Media: A Study of Canadian and American Public Transportation Agencies. *American Review of Public Administration*, 47(8), 991–1009. <https://doi.org/10.1177/0275074016649260>
- Niu, H. J., Wu, E. T., Yen, C. Y., Chen, M. J., & Yu, C. C. (2025). From visitors to vitality: How relational populations support regional revitalization in aging urban and rural areas. *Sustainable Futures*, 9, 100669. <https://doi.org/10.1016/J.SFTR.2025.100669>
- Norris, C., Nigrelli, C., Newcomer-Johnson, T. A., White, D. P., Beaubien, G. B., Pelka, A., & Mills, M. A. (2022). Defining community revitalization in Great Lakes Areas of Concern and investigating how revitalization can be catalyzed through remediation and restoration. *Journal of Great Lakes Research*, 48(6), 1432–1443. <https://doi.org/10.1016/J.JGLR.2022.05.006>
- Orr, M., & West, D. M. (2002). Citizens' Views on Urban Revitalization: The Case of Providence, Rhode Island. *Urban Affairs Review*, 37(3), 397–419. <https://doi.org/10.1177/10780870222185397>;PAGE:STRING:ARTICLE/CHAPTER
- Putra, A. A., & Djalante, S. (2016). Pengembangan Infrastruktur Pelabuhan Dalam Mendukung Pembangunan Berkelanjutan. *Jurnal Ilmiah Media Engineering*, 6(1), 433–437. <https://ejournal.unsrat.ac.id/v3/index.php/jime/article/view/11627>
- Rachmadi, A. (2016). Pengembangan Infrastruktur Pelabuhan Panjang Sebagai Pelabuhan Cargo Bertaraf Internasional. *Jurnal Pembangunan Wilayah Dan Kota*, 12(1), 1–12. <https://doi.org/10.14710/PWK.V12I1.11452>
- Ramlee, M., Omar, D., Yunus, R. M., & Samadi, Z. (2015). Revitalization of Urban Public Spaces: An Overview. *Procedia - Social and Behavioral Sciences*, 201, 360–367. <https://doi.org/10.1016/J.SBSPRO.2015.08.187>
- Sajidin, M., Nurani, H., Litak, L., & Ningrum, F. C. (2024). Analisis Strategi Pengembangan Infrastruktur Dan Konektivitas Maritim Indonesia. *Jurnal Ilmu Hubungan Internasional LINO*, 4(1), 23–32. <https://doi.org/10.31605/LINO.V4I1.3742>
- Susanto, P. D. A., Samin, R., & Subiyakto, R. (2024). Evaluasi Pelayanan Publik di Pelabuhan Roro Dompok Provinsi Kepulauan Riau. *Ganaya : Jurnal Ilmu Sosial Dan Humaniora*, 7(3), 91–103. <https://doi.org/10.37329/GANAYA.V7I3.3356>
- Syadullah, M., & Setyawan, D. (2021). The Impact of Infrastructure Spending on Economic Growth: A Case Study of Indonesia. *Komunikácie - Vedecké Listy Žilinskej Univerzity v Žiline*, 23(3), 184–192.
- Uliyani, D., Handoko, W., Ahyani, A., Sarjana, S., & Gintara, A. N. (2025). Evaluating and Optimizing Ferry Port Performance for Enhanced Service and Economic Growth. *1st International Conference on Civil, Architecture, Environmental Engineering, and Technology*, 145–162. https://doi.org/10.1007/978-3-031-94347-8_13
- Utama, D. R., Hamsal, M., Abdinagoro, S. B., & Rahim, R. K. (2024). Developing a digital transformation maturity model for port assessment in archipelago

- countries: The Indonesian case. *Transportation Research Interdisciplinary Perspectives*, 26, 101146. <https://doi.org/10.1016/J.TRIP.2024.101146>
- Xu, X., & Sakai, A. (2024). The impact on ecosystem services from rural revitalization activity in China Shandong Province, from a human well-being perspective of local residential. *Environmental and Sustainability Indicators*, 23, 100419. <https://doi.org/10.1016/J.INDIC.2024.100419>
- Yu, L., Wang, Y., & Li, M. (2024). The emergence of counter-urbanisation in China: Can it be a pathway for rural revitalisation? *Habitat International*, 144, 102998. <https://doi.org/10.1016/J.HABITATINT.2023.102998>
- Yudithia, Y., Yafi, E., & Khan, M. S. (2024). The Penta-Helix Approach in Implementing the Policy of Revitalizing Traditional Markets in Tanjungpinang City. *Journal Governance Society*, 1(2), 78–89. <https://doi.org/10.69812/JGS.V1I2.47>
- Zhou, T., Jiang, G., Ma, W., Zhang, R., Yang, Y., Tian, Y., & Zhao, Q. (2023). Revitalization of idle rural residential land: Coordinating the potential supply for land consolidation with the demand for rural revitalization. *Habitat International*, 138, 102867. <https://doi.org/10.1016/J.HABITATINT.2023.102867>