Strategy to Accelerate the Impact of Road and Port Development on Economic Growth and Social Development of the Community of South Kelumpang District

Suprapti Tri Astuti[a*], Idiannor Mahyudin[b], Ahmad Alim Bachri[c], Mahmud[d]

[a]Post Graduate Program of Management of Natural Resources and the Environment, University of Lambung Mangkurat, Banjarbaru, Indonesia

[b]Faculty of Fisheries dan Marine Affair, University of Lambung Mangkurat Banjarbaru, Indonesia

[c]Faculty of Economic, University of Lambung Mangkurat Banjarbaru, Indonesia

[d]Civil Engineering Program Study, University of Lambung Mangkurat Banjarbaru, Indonesia

[a]Email: idiannorm9459@gmail.com

Abstract

The development of road and port infrastructure aims to provide changes to people's lives in an area. The construction of roads and ports will open wide access to the community. Likewise for the construction of roads and ports in the South Kelumpang District, Kotabaru Regency. The purpose of this study is to formulate a Strategy for Accelerating the Impact of Road and Port Development on Economic Growth and Social Development of the South Kelumpang District Community. The research was conducted from February to April 2021 in South Kelumpang District, Kotabaru Regency, South Kalimantan. This research was conducted with a quantitative approach, with the type of research used was a survey. The type of data used in this research is primary data. The data collection method used in this research is the survey method. Respondents in the study were expert respondents as many as 5 people consisting of; 2 academics, 2 policy makers and 1 practitioner. The data analysis method used in this research is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

----

* Corresponding author.

The results of the study obtained that the formulation of a strategy for accelerating the impact of road and port development on economic growth and social development, consisting of; 1) Optimizing the potential of palm oil and other natural resources by increasing the production of FFB and other Commodities, 2) Optimizing the presence of CCO mills and the existence of PT. Sinar Mas for the welfare of the community, 3) Increasing supervision and sanctions on excess tonnage, 4) Increasing public awareness and concern on road and port infrastructure, 5) Improving the quality of road and port maintenance, 6) Improving the welfare of the community around roads and ports, 7) Imposing sanctions on excess tonnage, and 8) Increasing active community participation in maintaining road and port infrastructure. In addition, based on the results of the evaluation of internal and external factors, it was found that the current condition is classified as growing (stable), and so that the acceleration of the impact/influence of road and port development can be quickly achieved, it is recommended to carry out an aggressive strategy.

Keywords: Strategy; Road; Port; Growth; Social; Economic.

1. Introduction

Development basically aims to improve the welfare of the community, through economic growth, social development of the community to politics [2]. In addition, development is also an indicator of change for a region. The existence of developments such as road and port infrastructure will have a significant impact on the growth of the region, both from the economic, social, cultural and political aspects. According to David (1999) that the development of road and port infrastructure aims to provide changes to people's lives in an area. The construction of roads and ports will open wide access to the community. The movement of people and goods will increase the growth of a region. According to Boediono (2002) that infrastructure development is one of the important, vital and strategic things to accelerate the development process, both nationally, regionally to the regional or village level. Infrastructure development also plays an important role as one of the driving wheels of economic growth in a region or nation, where the rate of economic growth of a region or nation cannot be separated from the availability of infrastructure such as; roads, ports and telecommunications. This is the basis so that infrastructure development becomes the foundation of sustainable economic development [1]. According to Pranessy & Nurazi (2012) that the increase in infrastructure and its improvement by the government is expected to spur economic growth and social development [10]. The same thing is expected to happen in South Kelumpang District, Kotabaru Regency, where the construction of roads and ports is expected to drive the wheels of the community's economy and have an impact on economic growth, regional growth, and social development.

The development of road and port infrastructure will encourage the economic growth of the community and region in an area. Economic growth is one indicator to see the results of the development that has been carried out and is also useful for determining the direction of development in the future (Kodoatie, 2005). The addition of infrastructure and its improvement by the government is expected to spur economic growth. Road construction is the process of opening a traffic room that overcomes various geographical obstacles, which is intended to connect an area/region with other regions [13]. Likewise with the construction of a port which is one of the physical infrastructures built to receive ships and carry out loading and unloading or moving goods and

passengers from and to a certain area.

South Kelumpang District is one of the areas in Kotabaru Regency which has abundant natural resource potential, especially oil palm plantations and fishery sector commodities. Both sectors are leading sectors outside the service sector. The topography of the area, which is a coastal and marine area, provides its own advantages from the aspect of regional accessibility, where there are two main alternatives in the transportation and mobility of goods/people both in and out of the South Kelumpang area. The construction of roads and ports in the South Kelumpang District has become the main link for coastal communities in the area. This is because the South Kelumpang District is a coastal area in general which is bordered by the sea and the other part is an estuary or river area. This condition causes people in South Kelumpang District to rely heavily on water transportation modes (rivers and seas) which are connected to ports, in addition to land transportation modes (roads).

For this reason, it is important to formulate various alternative strategies for accelerating the impact of road and port construction on economic growth and social development of the people of South Kelumpang District, Kotabaru Regency, South Kalimantan.

2. Research Methods

2.1 Research Time and Location

The research was conducted from February to April 2021 in South Kelumpang District, Kotabaru Regency, South Kalimantan. South Kelumpang District was chosen as the research location considering that South Kelumpang District has the potential for natural resources, especially plantations and the fisheries sector which is quite large and has not been optimized. On the other hand, there are still high economic disparities between regions, especially with other sub-districts in Kotabaru Regency.

2.2 Data Types and Sources

This research was conducted with a quantitative approach, with the type of research used was a survey. Survey research is research conducted by conducting a series of interviews with respondents using a questionnaire or a list of questions, which is intended to obtain responses/answers related to the study conducted [31; 20]. Meanwhile, according to Robert (2010) that survey research produces information that is naturally statistical in nature, and surveys are the basic form of quantitative research. The type of data used in this research is primary data. Primary data is data that is obtained for the first time and has never been taken by a person or institution [21]. The primary data can be obtained directly through interviews, measurements and observations. According to Yusuf and Daris (2018) that primary data is data obtained directly from the field/object of research, either in the form of measurements, observations or interviews.

2.3 Method of collecting data

The data collection method used in this research is the survey method. According to [5] that the data collection method is a technique or way to obtain or collect data needed in research analysis. In more detail, according to

Ferdinand (2016), the survey method was carried out to obtain information directly from respondents, both expert respondents (experts) and general respondents. Respondents in the study were expert respondents as many as 5 people consisting of; 2 academics, 2 policy makers and 1 practitioner. This is in accordance with the statement of Yusuf and his colleagues (2020) that the criteria for expert respondents consist of 3 (three) main criteria, namely; 1) experts because they are scientific, generally from academics and researchers, 2) experts because of their position or position in government, namely as decision makers, generally are heads of government both at the central to regional levels, 3) experts because of specificities such as; practitioners with decades of experience in the field. In addition, according to Hora (2004) that the number of expert respondents who have high precision is 3-7 people.

2.4 Data analysis method

The data analysis method used in this research is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). According to Rangkuti (2015) that SWOT analysis is the identification of various factors systematically to formulate company strategy. This analysis is based on the relationship or interaction between internal elements, namely strengths and weaknesses, to external elements, namely; opportunities and threats. Furthermore, according to Pearce and Robinson, SWOT analysis is a systematic way to identify factors and strategies that describe the best fit between them. This analysis is based on the assumption that an effective strategy will maximize strengths and opportunities and minimize weaknesses and threats. According to David (2014) that the SWOT stages include; 1) Identification of internal and external strategic factors, 2) Analysis of internal and external strategic factors, 3) Internal and External Matrix Analysis, 4) Space Matrix Analysis, 5) SWOT Matrix Analysis, and 6) Strategy formulation.

3. Results and Discussion

Identification of Strategic Factors (Internal and External)

Identification of strategic factors includes internal and external factors related to the strategy of accelerating the impact of road and port development on economic growth and social development. The identification of these strategic factors is carried out through; 1) literature study, 2) brainstorming with experts, and 3) interviews with the community. The results of the identification of strategic factors are detailed as follows:

Analysis of Internal and External Strategic Factors (IFAS-EFAS)

Analysis of internal strategic factors and external strategic factors is the stage of assessing the weight and rating of each internal factor including; strengths and weaknesses, as well as external factors include; opportunities and threats. Internal strategic factor analysis (IFAS) and external strategic factor analysis (EFAS) were carried out with expert judgment (experts). Subsequently, the IFAS and EFAS matrices were compiled which were intended to determine the level of importance indicated by meaningful weights and ratings (ranks). The IFAS and EFAS assessment matrices are presented as follows:

The results of the evaluation of internal strategic factors obtained a value of 2.9615 including a strength factor of

1.5385 and a weakness factor of 1.4231. Based on this value, it is known that the position of internal factors in the strategy of accelerating the impact of road and port development on economic growth and social development is quite strong (2.9615>2.5000). This is as Wheelen and his colleagues (2018) stated that if the total IFE (internal factor evaluation) weighting score is greater than (> 2.5) then the condition of the factor is categorized as strong, and if it is less than (< 2.5) then categorized as weak. Thus, it can be concluded that the condition of internal factors related to the strategy of accelerating the impact of road and port development on economic growth and social development is quite strong.

Table 1: Results of identification of internal and external strategic factors

No	Internal Strategic Factors
A	*Strengths*
1	The largest community-owned oil palm plantation in Kotabaru Regency
2	Abundant natural resource potential
3	The creativity of the immigrant/transmigration community is quite high
4	High inter-tribal harmony
5	Access road connected to the national road
B	*Weaknesses*
1	The culture of the local/local community is difficult to develop
2	People of origin are more satisfied with conditions
3	FFB transportation exceeds tonnage
4	Low awareness of infrastructure maintenance
5	Sanctions for excessive tonnage have not been enforced yet
C	*Opportunities*
1	There is a CCO Factory in Kelumpang Hilir District
2	There is a plantation company PT. MAS RAIL
3	Have alternative transportation (land and sea)
4	Highest FFB Producer
5	Has regional potential (plantation and fisheries)
D	*Threats*
1	The cost of maintaining roads and ports is relatively large
2	The service life of roads and ports
3	The level of community welfare is not evenly distributed
4	High level of ethnic diversity
5	Seasons and road contours are often submerged in water/flood

Table 2: IFAS & EFAS Matrix

No	Internal Strategic Factors	Weight	Rating	Score
A	*Strengths*			
1	The largest community-owned oil palm plantation in Kotabaru District	0.1538	4.00	0.6154
2	Abundant natural resource potential	0.1154	3.00	0.3462
3	The creativity of the immigrant/transmigration community is quite high	0.1154	3.00	0.3462
4	High inter-tribal harmony	0.0769	2.00	0.1538
5	Access road connected to the national road	0.0769	1.00	0.0769
	Sub Total			**1.5385**
B	*Weakness*			
1	The culture of the local/local community is difficult to develop	0.0769	4.00	0.3077
2	People of origin are more satisfied with conditions	0.0769	1.00	0.0769
3	FFB transportation exceeds tonnage	0.1538	4.00	0.6154
4	Low awareness of infrastructure maintenance	0.1154	3.00	0.3462
5	Sanctions for excessive tonnage have not been enforced yet	0.0385	2.00	0.0769
	Sub Total			**1.4231**
	Total IFAS	**1.0000**		**2.9615**
C	*Oppportunities*			
1	There is a CCO Factory in Kelumpang Hilir District	0.1290	4.00	0.5161
2	There is a plantation company PT. MAS RAIL	0.1290	3.00	0.3871
3	Have alternative transportation (land and sea)	0.0968	2.00	0.1935
4	Highest FFB Producer	0.1290	3.00	0.3871
5	Has regional potential (plantation and fisheries)	0.0968	2.00	0.1935
	Sub Total			**1.6774**
D	*Threat*			
1	The cost of maintaining roads and ports is relatively large	0.1290	4.00	0.5161
2	The service life of roads and ports	0.0645	2.00	0.1290
3	The level of community welfare is not evenly distributed	0.0645	3.00	0.1935
4	High level of ethnic diversity	0.0645	1.00	0.0645
5	Seasons and road contours are often submerged in water/flood	0.0968	2.00	0.1935
	Sub Total			**1.0968**
	Total EFAS	**1.0000**		**2.7742**

The results of the evaluation of the internal factors also show that the strength factor is stronger than the weakness factor. This can be seen from the value of the strength factor is 1.5385 and the weakness factor is 1.4231. The weight of each factor is broken down as follows:
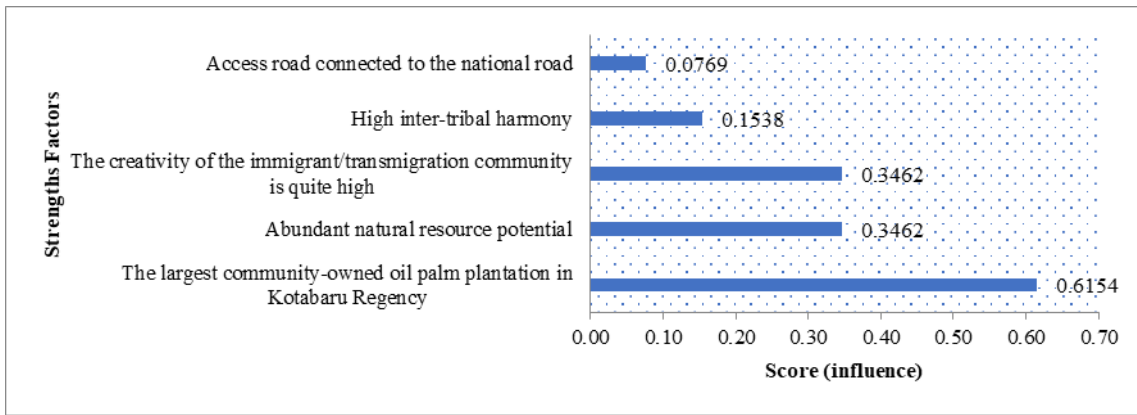
Figure 1: Strength factor score value

The results of the evaluation of the power factor as shown in the image above show that the largest palm oil plantation owned by the people in Kotabaru Regency has the highest weight, which is 61.54%. The score value is a weighted value for internal strategic factors. This shows that the influence of the area of oil palm plantations is the main factor in driving economic growth and social development of the community in South Kelumpang District. Meanwhile, based on the weakness factor, it is found that the influence of each factor is detailed as follows:
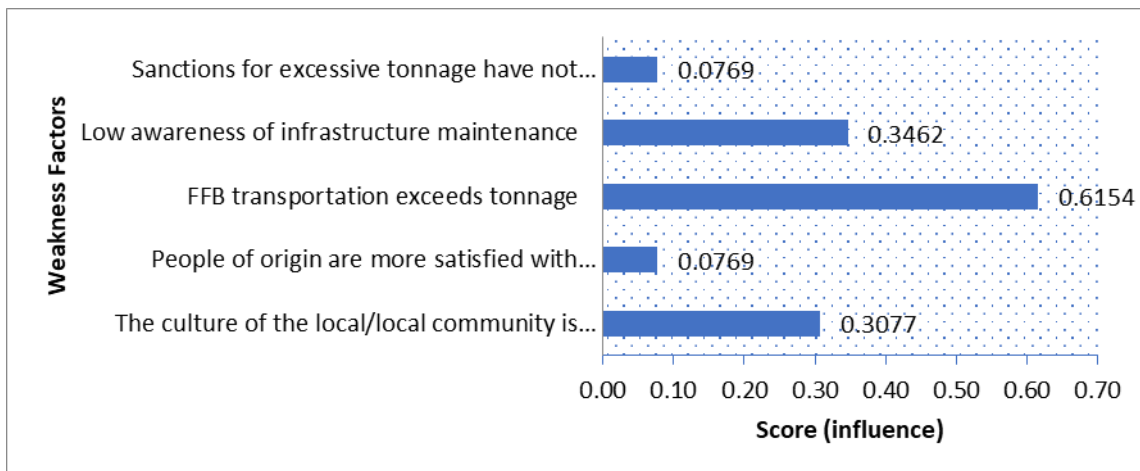
Figure 2: Weakness factor score value

The results of the evaluation of the weakness factor as shown in the picture above shows that the FFB transportation factor exceeding the tonnage is the main weakness. This can be seen from the weight value which reaches 61.54%. Thus, it can be concluded that these factors have a very significant effect on the weakness factor. Furthermore, to determine the influence of external strategic factors, the same analysis was carried out on a number of opportunity and threat factors.

The results of the evaluation of external strategic factors obtained a value of 2.7742 including an opportunity factor weight of 1.6774 and a threat factor weight of 1.0968. Based on this value, it is known that the position of external factors in the strategy of accelerating the impact of road and port development on economic growth and

social development is quite strong (2.7742>2.5000). This is as Wheelen and his colleagues (2018) stated that if the total IFE (internal factor evaluation) weighting score is greater than (> 2.5) then the condition of the factor is categorized as strong, and if it is less than (< 2.5) then categorized as weak. Thus, it can be concluded that the condition of external factors related to the strategy of accelerating the impact of road and port development on economic growth and social development is quite strong.

Evaluation of external factors shows that the opportunity factor (opportunities) factor is stronger than the threat factor (threat factor). This can be seen from the value of the opportunity factor is 1.6774 and the threat factor is 1.0968. The weight of each factor is broken down as follows:
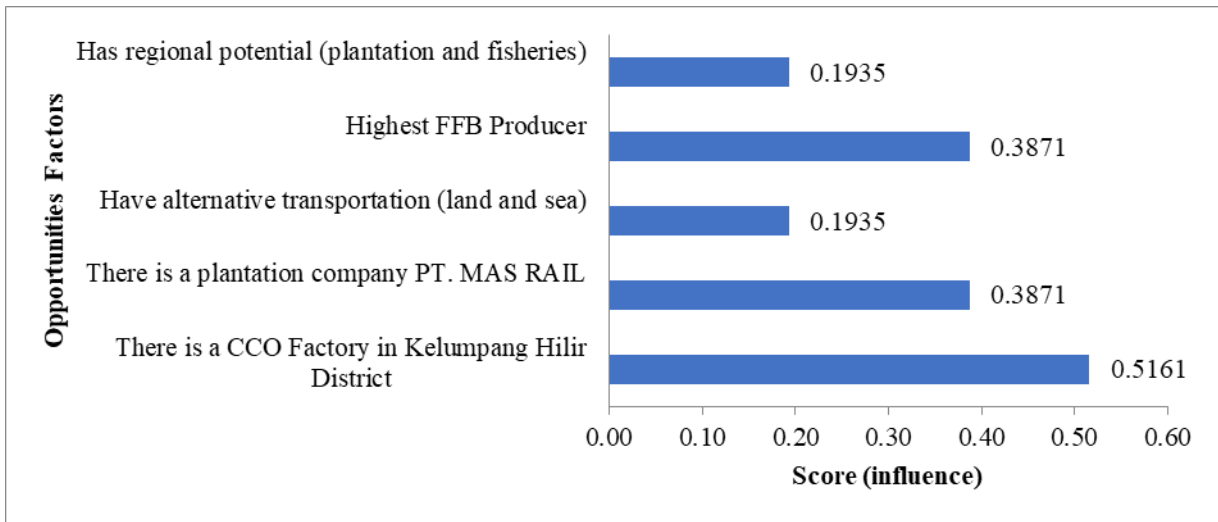

Figure 3: The value of the influence of the opportunity factor

The results of the evaluation of opportunity factors as shown in the picture above show that the presence of a CCO factory in South Kelumpang District is the most influential factor and is the main opportunity for road and port development in South Kelumpang District. In addition, an analysis of the existing threat factors is also carried out, as follows:
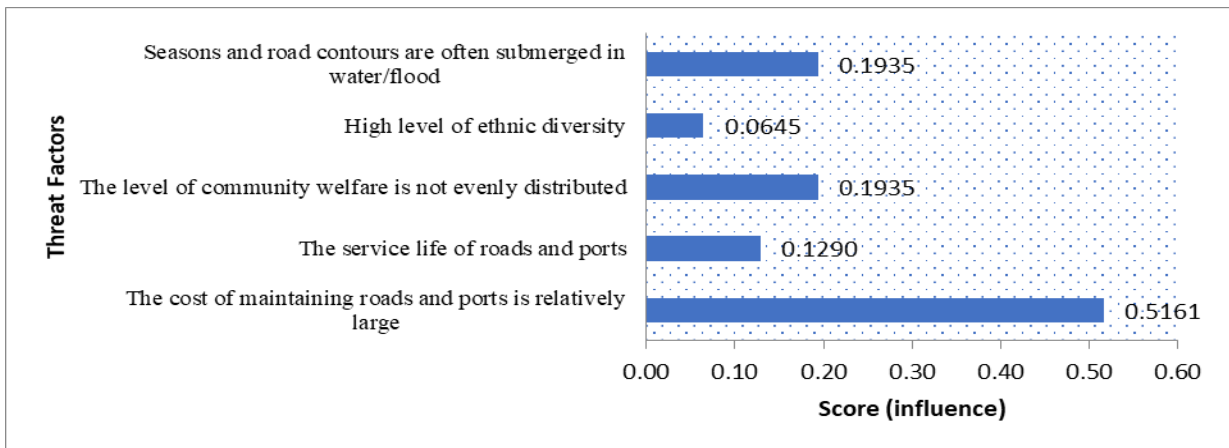

Figure 4: Threat factor influence value

94

The results of the evaluation of the threat factors as shown in the picture above show that the relatively large cost factor for road and port maintenance is the most influential threat factor with a weight value of 51.61%. This shows that road and port maintenance problems are the main problems that must be anticipated properly.

Internal and External Matrix Analysis (IE)

Internal-external matrix (IE) analysis is intended to position the current position into a matrix consisting of 9 cells [18]. The IE matrix consists of two dimensions, namely the total score of the IFE matrix on the X axis and the EFE Matrix on the Y axis [22]. Furthermore Gorener and his colleagues (2012). mentions that the IE matrix is grouped into three main strategies, namely: a) Grow and Build (grow and develop) are in cells I, II or IV. The suitable strategy is intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration), b) Hold and Maintain (maintain and maintain) includes cells III, V, or cells VII. The general strategy used is market penetration, product development and market development, c) Harvest and Devest (harvest or divest) includes cells VI, VIII, or IX. The strategy used is the divestment strategy of the conglomerate diversification, and the liquidation strategy. Furthermore, in order to see the position of these two factors (internal and external) in the IE matrix, it can be seen in the following figure:

1 GROWTH Concentration through vertical integration	*2 GROWTH* Concentration through horizontal integration	3 *RETRENCHMENT* *Turn around* *(turn around)*
4 STABILITY Be careful	*5 GROWTH* Stability	*6 RETRENCHMENT* Divestment
7 *GROWTH* Diversification concentric	8 *GROWTH* Diversification conglomerate	9 *RETRENCHMENT* Bankrupt or liquidation

Figure 5: Position of the study in the IE Matrix

Source: Analysis results (2021)

Based on the results of the analysis of internal and external strategic factors, the internal factor score is 2.9615 and the external factor score is 2.7742. This shows that the strategy for accelerating the impact of road and port development on economic growth and social development is in a growing condition (stable), which in the IE matrix is in quadrant 5 (growth). According to [14] that quadrant 5 is the growth quadrant, which is in a stable condition. It means that the strategy of accelerating the impact of road and port construction on economic growth and social development is quite good.

Space Matrix Analysis. The Space Matrix or space matrix is a description of the most suitable strategy conditions to be carried out based on the evaluation conditions for internal factors and external factors, which include; aggressive, conservative, defensive, and/or competitive strategies [8]. Furthermore, according to [28] that space matrix analysis is used to sharpen the strategy of IE matrix analysis results. The space matrix analysis is intended to see the current position of development goals, namely the acceleration of the impact of road and port development on economic growth and social development. The parameters used in the space matrix are the difference in scores of internal strategy factors (strengths-weaknesses) and the difference in scores of external factors (opportunities-threats) [16]. The estimated value of the space matrix is detailed as follows:

Table 3: Estimating the value of the space matrix

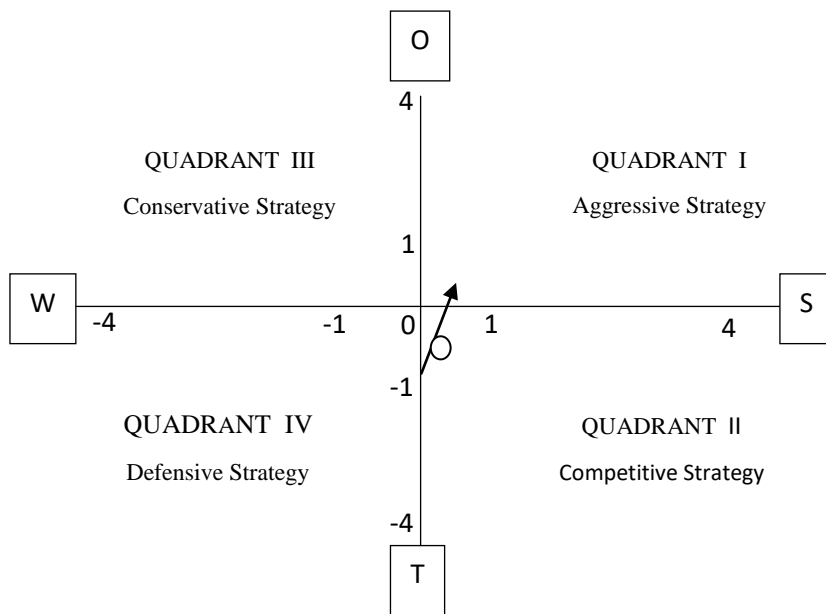| Factor	Value	Difference
Strengths - Weakness	1.5385-1.4231	0.1154
Opportunity - Threat	1.6774-1.0968	0.5806

Source: Analysis results (2021)

Figure 6: Mapping of internal and external factors in the space diagram

The estimation results of internal factors (strengths-weaknesses) and external factors (opportunities-threats) indicate that the strategy that must be taken is an aggressive strategy, namely in the direction of quadrant I. This is in line with current conditions where growth and stability are in order, so as to accelerate the impact of road construction and port, it is necessary to carry out an aggressive strategy. According to [19] that the strategy that must be carried out by companies in quadrant I is an aggressive strategy, namely taking advantage of opportunities by optimizing their strengths. In this case, the opportunity factor, namely the existence of a CCO

factory in South Kelumpang District, needs to be combined with a strength factor, namely the largest community-owned oil palm plantation in Kotabaru Regency. Thus, these two potentials should be able to encourage the acceleration of road and port construction in South Kelumpang District.

SWOT Matrix Analysis

The SWOT matrix analysis is an analysis of strategy development by combining internal factors (strengths and weaknesses) with external factors (opportunities and threats), in order to obtain a strategy formulation as a strategy development that has been identified. The following are the details of the SWOT matrix to formulate a strategy for accelerating the impact of road and port construction on economic growth and social development of the community in South Kelumpang District, Kotabaru Regency. Indonesia, South Kalimantan.

Table 4: SWOT matrix analysis (strategy formulation)

Internal Factors / External Factors	Strengths (S) 1. The largest community-owned oil palm plantation in Kotabaru Regency 2. Abundant natural resource potential 3. The creativity of the migrant/transmigration community is quite high 4. Harmony between tribes is high 5. Access road is connected to the national road	Weaknesses (W) 1. The culture of the local/local community is difficult to develop 2. People of origin are more satisfied with conditions 3. FFB transportation exceeds tonnage 4. Low awareness of infrastructure maintenance 5. Sanctions for excessive tonnage have not been enforced
Opportunities (O) 1. There is a CCO Factory in Kelumpang Hilir District 2. The presence of PT. Sinar Mas 3. Have alternative transportation (land and sea) 4. Highest FFB Producer 5. Has regional potential (plantation and fisheries)	**S-O Strategy** SO-1: Optimizing the potential of palm oil and other natural resources by increasing the production of FFB and other Commodities SO-2: Optimizing the existence of the CCO factory and the existence of the PT. Sinar Mas company for the welfare of the community	**W-O Strategy** WO-1 : Increase supervision and sanctions on over tonnage WO-2 : Increase public awareness and concern for infrastructure
Threats (T) 1. The cost of maintaining roads and ports is relatively large 2. The service life of roads and ports 3. The level of community welfare is not evenly distributed 4. High level of ethnic diversity 5. Seasons and road contours are often submerged in water/flood	**S-T Strategy** ST-1 : Improving the quality of road and port maintenance ST-2 : Improving the welfare of the community around roads and ports	**W-T Strategy** WT-1 : Imposing sanctions on excess tonnage WT-2: Increase active community participation in maintaining road and port infrastructure

Strategy Formulation

Based on the SWOT matrix analysis, as shown in the table above, there are 8 (eight) strategies that can be developed in relation to accelerating the impact or influence of road and port development on economic growth and social development in Kelumpang Selatan District, Kotabaru Regency. The eight strategies are detailed as follows:

Table 5: Strategy for Accelerating the Impact of Road and Port Development on Economic Growth and Social Development of the South Kelumpang District Community

No	Strategy	Description
1	SO-1	Optimizing the potential of palm oil and other natural resources by increasing the production of FFB and other Commodities
2	SO-2	Optimizing the existence of the CCO factory and the presence of the PT. Sinar Mas company for the welfare of the community
3	WO-1	Increase supervision and sanctions against over tonnage
4	WO-2	Increase public awareness and concern for road and port infrastructure
5	ST-1	Improving the quality of road and port maintenance
6	ST-2	Improving the welfare of the community around roads and ports
7	WT-1	Imposing sanctions on excess tonnage
8	WT-2	Increase active community participation in maintaining road and port infrastructure

4. Conclusion

The results of the study obtained that the formulation of a strategy for accelerating the impact of road and port development on economic growth and social development, consisting of; 1) Optimizing the potential of palm oil and other natural resources by increasing the production of FFB and other Commodities, 2) Optimizing the presence of CCO mills and the existence of PT. Sinar Mas for the welfare of the community, 3) Increasing supervision and sanctions on excess tonnage, 4) Increasing public awareness and concern on road and port infrastructure, 5) Improving the quality of road and port maintenance, 6) Improving the welfare of the community around roads and ports, 7) Imposing sanctions on excess tonnage, and 8) Increasing active community participation in maintaining road and port infrastructure. In addition, based on the results of the evaluation of internal and external factors, it was found that the current condition is classified as growing (stable), and so that the acceleration of the impact/influence of road and port development can be quickly achieved, it is recommended to carry out an aggressive strategy.

References

[1] Antle, J.M. and G. Heidebrink. 1995. Environment and Development, Theory and International Evidence. Economic Development and Cultural Change, Volume 43 (3), pp.603-625.

[2] Arsyad, L. 1999. Ekonomi Pembangunan. Yogyakarta : Bagian Penerbitan Sekolah Tinggi Ilmu Ekonomi YKPN.

[3] Boediono. 2002. Pengantar Ekonomi, (Jakarta: Erlangga, 150 Halaman.

[5] Creswell John W. 2008. Educational Researchs: Planning, Conducting, And Evaluating Quantitative and Qualitative Research, (New Jersey, Pearson Education Inc, Hal.326

[7] David, C. 1999. Infrastucture's contribution to Aggregate Output". World Bank Policy Research working paper No.2246.

[8] David, Fred R. (2014). Manajemen Strategis, Edisi Bahasa Indonesia. Jakarta: PT Indeks Kelompok Gramedia

[9] David Hunger., Thomas Wheelen, 2003. Manajamen Strategi. Yogyakarta: Andi.

[10] Esfahani Hadi, and Maria Teresa Ramirez. 2002. Institutions, Infrastructur and Economic Growth. Journal of Development Economics 70, pp.443-77.

[11] Ferdinand, P. D. A. 2016. Metode Penelitian Manajemen: Pedoman Penelitian untuk Skripsi, Tesis dan Disertasi Ilmu Manajemen. Undip, Semarang.

[12] Fakih, M. 2001. Runtuhnya Teori Pembangunan dan Globalisasi. Pustaka Pelajar & Insist Press. Yokyakarta.

[13] Gorener A, Toker K and Ulucay K. (2012). Application of Combined SWOT and AHP: A Case Study for a Manufacturing Firm. Procedia-Social and Behavioral Sciences 58 [1525–1534].

[14] Gurel, 2017. SWOT Analysis: A Theoretical Review. Journal of International Social Research 10(51):994-1006.

[15] Hora, S.C. (2004). Probability judgments for continuous quantities: linear combinations and calibration. Management Science. Vol 50 (5), 597–604.

[16] Kamiske, G. F. (2015). SWOT - Analyse. In Handbuch QM-Methoden.

[17] Kodoatie, R.J. 2005. Manajemen dan Rekayasa Infrastruktur. Pustaka Pelajar . Yokyakarta

[18] Kotler Philips, 2001. Manajemen Pemasaran di Indonesia. Jakarta: Salemba Empat. 80.

[19] Marimin, (2004). Teknik dan Aplikasi Pengambilan Keputusan Kriteria Majemuk. Grasindo. Jakarta.

[20] Nasution, S. 2011. Metode Research. Jakarta: Bumi Aksara.

[21] Nazir, Moh. 2013. Metode Penelitian.Bogor: Ghalia Indonesia.

[22] Oreski, Dijana. 2012. Strategy development by using SWOT–AHP. Croatia TEM Journal. Volume1. N0.4. pp.283-291.

[23] Pranessy, Lise and Ridwan , Nurazi and Merri , Anitasari (2016). Pengaruh Pembangunan Infrastruktur Terhadap Pertumbuhan Ekonomi Provinsi Bengkulu. Jurnal Ekonomi dan Perencanaan Pembangunan (JEPP), 4 (3). pp. 51-62. ISSN 1979-7338.

[24] Pearce, A. John II., Richard B.Robinson, Jr. 2014. Manajemen Stratejik Formulasi, Implementasi dan Pengendalian. Jakarta: Salemba Empat

[25] Panjaitan, Hendra Andy Mulia., Mulatsih., Sri Rindayati., Wiwiek. 2019. Analisis Dampak Pembangunan Infrastruktur terhadap Pertumbuhan Ekonomi Inklusif Provinsi Sumatera Utara. [Disertasi] IPB University. Bogor.

[26] Pranessy, Lise. Nurazi, R. 2012. Pengaruh Pembangunan Infrastruktur terhadap Pertumbuhan Ekonomi Provinsi Bengkulu. Ekonomi dan Perencanaan Pembangunan, Vol. 04 No. 03.

[27] Posumah, Ferdy. 2015. Pengaruh Pembangunan Infrastruktur terhadap Investasi di Kabupaten Minahasa Tengara. Jurnal Berkala Ilmiah Efisiensi, Vol.15 No.02.

[28] Rangkuti, F. (2015). Analisis SWOT: Teknik Membedah Kasus Bisnis. 15th Edition. Gramedia Pustaka Utama.

[29] Robert M. Groves, (2010). Survey Methodology, Op.cit., halaman 57.

[30] Siagian P Sondang. 2001. Administrasi Pembangunan, Konsep Dimensi dan Strategi. Bina Aksara Jakarta.

[31] Sugiyono. 2015. Metode Penelitian Bisnis. Bandung: Alfabet.

[32] Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic management and business policy: Globalization, innovation, and sustainability. Pearson

[33] Yusuf, M., Daris, L. 2018. Analisis Data Penelitian; Teori & Aplikasi dalam Bidang Perikanan IPB Press, Bogor.

[34] Yusuf M., Nurhamlin, Yunianto Setiawan., Eka Anto Supeni., 2020. Decision Support System Di Era 4.0 "Teori Dan Aplikasi Tools Analysis. IPB Press. Bogor . 197p.