CHAPTER I

INTRODUCTION

1.1 Background

The port is a very efficient place for sea transportation compared to land and air. This is due to its large cargo capacity with minimal fuel consumption. However, the marine transportation sector still contributes carbon emissions that contribute to climate change. In this case, both corporate and government are cooperated in achieving and protecting marine environment as the place of marine transportation (Martins, *et al,* 2022).

PT Pelindo is a State-Owned Enterprise engaged in logistics, containers, non-packaging, marine, equipment, and services at the port. Moreover, PT Pelindo Makassar as a branch company also carries out business operations in accordance with the scope, scope, and obligations of PT Pelindo. One of the obligations that must be carried out by PT Pelindo Makassar is the implementation of emission control strategies, to maintain stability and reduce carbon emissions.

PT Pelindo is a form of entrepreneurial development that offers services. The development of entrepreneurship in recent years has become an important issue in economic institutions, ranging from the regional, national and even international levels. This trend is because entrepreneurship has been key to a number of desirable social outcomes including economic growth and decreased unemployment. Entrepreneurship plays an important role for the prosperity of a country. For the government, entrepreneurship is very important for economic as well as political purposes.

Green innovation refers to inventions intended to advance environmental sustainability; Therefore, it is an important approach that polluting companies can use to achieve mutually beneficial outcomes for both economic activity and environmental benefits. Some executive characteristics (such as political connections) substantially influence corporate decision-making regarding involvement and investment in environmentally friendly innovation processes. Political connections in this study are defined as executives who are current or former government bureaucrats, who serve or are currently serving as government or military officials. Corporate executives with political experience are very common in many countries. Therefore, political relationships may be important for the company's eco-friendly innovation process (M, 2006)

Political connection is divided into explicit and implicit political connections. Firstly, explicit political connection is defined as an external connection between companies and the government, where build through the executive's certain political status or the government possesses a certain number of company shares. It also include the cooperation between company and government in business matters.. Secondly, implicit political connection is defined as a flexible connection between the company and the government based on personal relationships (e.g. family members). By using political connections as entrepreneurial strategy, the connection between State Business Entities and the Government will be able to provide good substance to the creation of environmentally friendly innovations in PT. Pelindo because it has the support of increasing entrepreneurial investment (Wang, Liu, & Liu, 2019)

ıe concept of political linkages is pervasive in both developed and ıg nations. Innovation is a key determinant of a company's

competitiveness in both the fast-growing high-tech sector and the traditional sector. While there is a wealth of literature on the impact of political connections on innovation, empirical evidence on the impact of political connections on companies' innovative performance is mixed. Several studies have found that political connections contribute to companies' innovative behavior. Given the uncertain nature of innovation activities, political connections help companies reduce future political uncertainty, enjoy more favorable policies, and acquire disproportionate government resources, thereby increasing corporate innovation (Faccio, 2006).

Sincere attempts to improve environmental performance through technology improvements are referred to as substantive green innovation. The quality of innovation is highlighted by substantive green innovation, which places equal emphasis on competitive and technical development as well as environmental advantages. Implementing substantive green innovation with high quality may lead firms to redesign the production processes and services, which plays a vital role in developing new environmentally friendly materials and improving energy efficiency. Redesigning production processes can lead to synergies between different resources and capabilities by regrouping firms' resources, thereby increasing the profitability. Furthermore, substantive green product innovation with high technological content throughout the value chain or life cycle can create competitive advantages by strategically capturing markets or establishing standards in the favor by meeting consumers' environmental aspirations (Jiang & Bai, 2022; Lian et al., 2022).

With regard to the relationship between political connections and eco-innovation, several theories and related literature have its own ves. From the perspective of corporate social responsibility and

government regulation, the researchers found that political relationships exert a positive impact on corporate environmental responsibility, resulting in more capital investment in eco-friendly innovations. This impact becomes more if environmental regulations are stricter. Conversely, some negative conclusions suggest that political relations are not conducive to green innovation. Based on rent-seeking theory, companies with political connections may obtain more environmental policy information to avoid government scrutiny and subsequently have lower motivation to engage in green innovation. The cost of profiteering in political relationships can also reduce initial investment in green innovations. Simply, this occurred depends on the interest of each companies. The main concern was political connection has impact on green innovation, either in positive or negative impact (Zhang, 2019) (Zhau, 2005) (Liu, 2020).

Indonesia provides a good context for investigating the role of entrepreneurial strategies. Corporate and government officials with political ties are common in Southeast Asia, especially in Indonesian companies. The large number of corporate and government officials with political connections in Indonesian companies provides an appropriate sample to investigate the impact of political connections. In addition, in the face of increasing public concerns and environmental governance caused by severe domestic environmental pollution, Indonesian companies are actively developing environmentally friendly technologies, so as to be able to overcome pollution independently. which they originally caused while maintaining the economic activities. In addition, the large number of eco-friendly patents that can be sought from Indonesian companies

right sample as a proxy for eco-friendly innovation at the company level

search (Zhang, 2019) (Zhao, 2022).

Indonesia also faces challenges in investigating the role of entrepreneurial strategies due to the large number of state-owned enterprises (SOEs) and the differences between SOEs and non-SOEs in Indonesia. For example, SOEs experience relatively heavier government intervention than non-SOEs. Therefore, the entrepreneurial strategy of SOEs may be influenced by political connections than the strategies of non-SOEs. In address the possible biased outcomes caused by company ownership, the study differentiates between SOEs and non-SOEs (Fan et al., 2007).

Currently, the dwelling time at Belawan International Terminal Container (BICT) is 6 (six) days for imports and 3 (three) days for exports, even in the daily Kompas news (2016) according to President Joko Widodo that the dwelling time of Belawan Port reaches 7 to 8 days. Inefficiency in port operations can result in negative impacts on the environment, therefore port operations must have a sustainable development concept or green port (Haris *et al,* 2017).

The environmentally friendly port model (Green Seaport) is the orientation of ports in the future. The concept of Green Seaport is to integrate environmentally friendly methods into port activities, operations, and management. The steps to build an environmentally friendly port are controlling air emissions, seawater pollution, waste management, noise management, energy efficiency, use of renewable energy, and resource management. However, in Indonesia the concept of Green Port as a green innovation product is not yet optimal (Taneja et al., 2012; Anastasopoulos et al., 2011; ESPO, 2012).

One of the optimal green ports is Port Klang, Malaysia. Seaports that sustainable development see cost reductions, increased productivity, and d port reputations as mutually exclusive benefits. One of the most

important components in accomplishing the aforementioned goals is green implementation. Introduction of advanced technology is the most effective way in enhancing efficiency and minimizing waste. According to the research, there are several factors that determine a port from achieving sustainable development goals.

Developing strategic partnerships, making investments gradually, negotiating funding agreements with the government and financial institutions, strengthening supplier relationship management, and boosting job training are all viable ways to tackle these issues. But the biggest obstacle facing port management continues to be funding. By addressing the financial thorn, it becomes a smoother in addressing technology, human capital and supplier problems. In order to achieve sustainable development goals, ports are seen to need to be flexible and adaptable to the ever-changing business environment. In this regard, having these qualities would provide ports a competitive edge (Beleya *et al,* 2020).

Variations in officer levels in Indonesia pose another challenge. The Indonesian government system is a hierarchical administrative structure, where each level of the state bureaucracy has different administrative powers and authorities in policy making (Zhang, 2019). Executives with different levels of political connections might adopt different entrepreneurial orientations based on the different administrative environments they face. Therefore, as the political connection is divided into substantive and strategic political connection, which led to a different impact towards the product of innovation, here this research aims to

e the political connection and green innovation, particularly in the PT

1.2 Problem Statement

Based on the background that has been presented by the researcher, the formulation of this research problem is:

1. What are the differences of substantive and strategic political connection?
2. How does the implication of substantive political connection and green innovation in PT. Pelindo?
3. How does the implication of strategic political connection and green innovation in PT. Pelindo?

1.3 Research Objectives

Regarding the objectives to be achieved in this study, namely to find out the following:

1. Knowing the differences of substantive and strategic political connection.
2. Knowing the implication of substantive political connection and green innovation in PT. Pelindo.
3. Knowing the implication of strategic political connection and green innovation in PT. Pelindo.

1.4 Research Benefits

Based on the background, problem formulation, and research objectives that have been described previously, so this research is intended to provide al and practical benefits. The detailed benefits of this research are:

1.4.1 Theoretical Benefits

Providing benefits and deepening of the company's entrepreneurial environmentally friendly innovations, entrepreneurial political connections and the impact on the company's entrepreneurial strategy PT. Pelindo IV. In addition, this research is intended to be used as a reference by other parties who have the desire to carry out similar studies or research.

1.4.2 Practical Benefits

This research is intended to inform students about the importance of entrepreneurship education, innovation of environmentally friendly entrepreneurial strategies and political connections to companies in state-owned enterprises.

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Basis

2.1.1 Corporate Entrepreneurial

1. Definition of Corporate Entrepreneurship Strategy

According to Dogan (2015), strategic entrepreneurship focuses on how ‘opportunity-seeking behaviour and profit-seeking behaviour’ are combined with the goal of creating wealth. Entrepreneurship and strategic management focus on capitalising on opportunities and adapting to change. Therefore, one of the most obvious links between entrepreneurship and strategic management is opportunity. A commonly understood definition of strategic entrepreneurship comes from who state that strategic entrepreneurship is a new focus developed from the science of strategic management and entrepreneurship that defines an organisation's ongoing efforts to seek opportunities, namely the discovery and evaluation of business opportunities, and seek profits, namely dynamic work efforts to develop capabilities and real competition. Most research on strategic entrepreneurship adopts the variables of strategic intent (from strategic management) and entrepreneurial orientation (from entrepreneurship science) (Klein et al. (2012)).

Porter states that business strategy is the way a company creates a competitive advantage. This strategy is concerned with how a firm differentiates itself from competitors and maintains that position in

the market through the utilisation of competitive advantage. Research on corporate entrepreneurial strategy has grown rapidly. Previous studies have shown that the success of a firm is highly dependent on the formulation and implementation of the right strategy. SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis has become a popular tool to identify a firm's competitive position. In addition, the concept of Blue Ocean Strategy introduced by Kim and Mauborgne (2005) also provides a new perspective on creating new markets and minimising competition.

Recent research has further emphasised the importance of innovation and flexibility in the face of market disruption. The lean startup concept introduced by Eric Ries has become popular in the startup world, where companies build a minimum viable product (MVP) and iterate rapidly based on customer feedback. In addition, the importance of building a corporate culture that supports entrepreneurship is also the focus of the research, with the concept of intrapreneurship being increasingly adopted by large companies.

A Corporate Entrepreneurship Strategy represents a company's deliberate and comprehensive approach to cultivating an entrepreneurial spirit and fostering innovation within its existing organizational structure. It's more than just a buzzword; it's a proactive commitment to driving organizational renewal and sustainable growth by injecting a startup mentality into established business practices. This involves creating an internal ecosystem where innovation, calculated risk-taking, and the development of new ventures are not only

encouraged but actively supported. Essentially, it's about empowering employees to think and act like entrepreneurs, even within the confines of a larger corporation.

At the core of this strategy lies the pursuit of continuous improvement and adaptation. It's a recognition that in today's rapidly evolving marketplace, standing still is akin to falling behind. A well-defined Corporate Entrepreneurship Strategy provides a roadmap for navigating change, identifying emerging opportunities, and developing innovative solutions, whether they be new products, services, or streamlined processes. This strategic approach is not limited to incremental improvements; it also embraces the pursuit of radical and disruptive innovations that can redefine markets and create entirely new value propositions.

A successful Corporate Entrepreneurship Strategy rests upon several key pillars. First and foremost, a clear and compelling vision is essential. This vision articulates the organization's aspirations for its entrepreneurial endeavors, outlining specific, measurable goals, such as increased market share, new revenue streams, or enhanced brand recognition. Equally important is the cultivation of a supportive culture, one that embraces experimentation, tolerates well-managed failures, and fosters collaboration across departments and teams. This often requires a shift in mindset, encouraging employees to challenge the status quo and think outside the box.

Furthermore, the organizational structure and established processes must be aligned to facilitate entrepreneurial activities. This

may involve creating dedicated innovation teams, establishing internal venture funds to seed promising ideas, or implementing streamlined processes for idea generation, evaluation, and implementation. Resource allocation is another critical component. The strategy must clearly define how financial, human, and technological resources will be deployed to support entrepreneurial initiatives. This includes not only funding for projects but also providing employees with the necessary training, tools, and technologies to bring their ideas to fruition.

Incentives and rewards play a crucial role in motivating entrepreneurial behavior. The strategy should outline how innovative contributions will be recognized and rewarded, whether through financial incentives, promotions, public recognition, or opportunities for employees to pursue their own ventures. Effective risk management is also essential. While encouraging risk-taking is important, the strategy must also address how potential risks will be identified, assessed, and mitigated. Finally, a robust Corporate Entrepreneurship Strategy includes mechanisms for measuring the success of entrepreneurial initiatives. This involves establishing key performance indicators (KPIs) and regularly monitoring progress to ensure that the strategy is achieving its intended outcomes and making necessary adjustments along the way.

2. Forms of Corporate Entrepreneurship Strategy

Innovation is at the icon of entrepreneurial strategy. It is the key to creating competitive advantage, driving business growth, and ensuring enterprise survival in a dynamic business environment.

Innovation is not only limited to the development of new products or services, but also includes business process improvements, the creation of innovative business models, and solutions to social problems. In foster innovation, companies need to build a culture that supports creativity and risk-taking. This can be achieved by giving autonomy to employees, facilitating collaboration, and creating a safe environment to try new things. Thus, innovation becomes a key driver for the company to achieve its strategic goals.

Corporate Entrepreneurship Strategies manifest in a variety of forms, each designed to foster innovation and drive growth within established organizations. One common approach is the establishment of Internal Ventures, also known as New Venture Divisions. These operate as semi-autonomous units within the company, empowered to pursue new business opportunities with a degree of independence from the core operations. Characterized by dedicated teams, separate budgets, and flexible structures, these ventures focus on high-growth potential projects, allowing for rapid innovation and experimentation without disrupting the established business. While advantageous for fostering agility and attracting entrepreneurial talent, internal ventures can be expensive and carry a high risk of failure, requiring careful management to avoid conflict with the existing organization.

Another prominent form is Corporate Venture Capital (CVC), where corporations invest in external startup companies that align with their strategic objectives. This provides a window

into emerging technologies, access to new markets, and potential partnerships with disruptive innovators. CVC investments offer the potential for high returns and valuable learning opportunities, but also carry the inherent risks of venture capital, including the possibility of significant losses. Success in CVC requires specialized expertise in evaluating startups and managing investments, as well as navigating potential conflicts of interest.

Strategic Alliances and Joint Ventures represent another avenue for corporate entrepreneurship. By collaborating with other companies, even competitors, organizations can share resources, risks, and expertise to pursue joint projects or new ventures. These partnerships provide access to new markets and technologies, reduce individual company risk, and accelerate time to market. However, they necessitate careful negotiation and management to align objectives and avoid conflicts of interest, and may involve a degree of compromise and potential loss of control.

Acquisitions offer a more direct approach to acquiring innovation. Purchasing smaller, innovative companies provides immediate access to new technologies, products, talent, and established market share. While acquisitions can be expensive, they offer the potential for significant synergy and the elimination of competition. However, integrating acquired companies into the existing

organization can be challenging, and cultural clashes can hinder the realization of anticipated benefits.

Incubation and Accelerator programs represent a more internally focused approach. These programs nurture and develop employee-generated ideas and projects, providing resources, mentorship, and funding to turn promising concepts into viable businesses. Incubators and accelerators foster a culture of intrapreneurship and identify promising internal talent, offering a relatively low-cost approach to stimulating innovation. However, they are limited to internal ideas and may not be suitable for radical innovation, requiring dedicated resources and a commitment to fostering a culture of experimentation.

Open Innovation takes a broader perspective, recognizing that valuable ideas can come from anywhere. This approach involves collaborating with external partners, such as customers, suppliers, research institutions, and even competitors, to generate new ideas and solutions. Open innovation leverages the collective intelligence of a wider network, accelerating innovation and reducing development costs. However, it requires effective knowledge management systems and careful attention to intellectual property issues, as well as navigating potential cultural differences among partners.

Finally, Intrapreneurship Programs focus on empowering employees to act as entrepreneurs within their existing roles.[16] This involves fostering a culture of innovation, risk-taking, and ownership

throughout the organization. Intrapreneurship programs encourage employees to challenge the status quo, identify new opportunities, and develop creative solutions to business challenges.[17] While potentially transformative, these programs require a significant shift in organizational culture and a commitment to empowering employees at all levels. Each of these forms of corporate entrepreneurship strategy offers unique advantages and disadvantages, and the most effective approach will depend on the specific goals, resources, and context of the organization.

Some commonly found strategies include sustainable growth strategy, open innovation, business-oriented CSR, digitalisation, and consolidation. Sustainable growth strategies, for example, emphasise on leveraging existing assets to improve efficiency and productivity. Meanwhile, open innovation strategies encourage collaboration with external parties to generate new ideas. The research also shows that challenges such as bureaucracy, multiple objectives, and changes in government policies are often obstacles in the implementation of SOE entrepreneurial strategies.

SOEs as pillars of the national economy are faced with unique challenges in implementing entrepreneurial strategies. Previous research identifies several key challenges, such as complex bureaucracy, multiple objectives and pressure to achieve social goals. However, on the other hand, SOEs also have great opportunities to grow and develop through innovation, digitalisation and collaboration with external parties. Research shows that open innovation strategies, for

example, can be key for SOEs to stay relevant in the era of digital disruption. In addition, by adopting business-oriented CSR principles, SOEs can create added value for society and the environment.

The role of the government is crucial in encouraging the implementation of SOE entrepreneurial strategies. Previous research shows that conducive government policies can create a favourable environment for SOE innovation and growth. Such policies can include fiscal incentives, deregulation, and support for the development of innovation ecosystems. In addition, the government also needs to strengthen the corporate governance of SOEs to ensure that the entrepreneurial strategies are in line with national interests.

3. Barriers to Corporate Entrepreneurship Strategy

One of the main barriers is an organisational culture that is rigid and resistant to change. An organisational culture that does not support innovation and risk-taking can hinder the adoption of new ideas. In addition, human resources are also an important factor. Lack of expertise and employee motivation can hinder successful strategy implementation. Finally, financial constraints are often a major barrier, especially for companies with limited resources.

The external environment also provides a number of challenges in the implementation of entrepreneurial strategies. Intense competition forces companies to constantly innovate and adapt. The emergence of new competitors with more innovative business models can threaten the position of existing companies. Complex and frequently changing government regulations can also create business uncertainty and hinder

growth. In addition, economic fluctuations and political instability can have a negative impact on company performance.

In general, barriers to entrepreneurial strategy implementation can be categorised into internal and external barriers. Internal barriers include factors such as organisational culture, human resources, and finance, while external barriers include competition, government regulations, and economic conditions. The implications of these barriers are the hindrance of achieving the firm's strategic objectives, decreased performance, and loss of competitiveness. Therefore, the political connection may help the entrepreneurial strategy in implementing the investment. The political connection here are divided into strategic and substantive political connection which led to different output.

Implementing a corporate entrepreneurship strategy is rarely a smooth journey Organizations often encounter a range of barriers that can hinder their efforts to foster innovation and intrapreneurship. One significant hurdle is organizational culture. Resistance to change is a common challenge, as employees may be comfortable with established routines and hesitant to embrace new ways of working. This resistance can stem from fear of the unknown, concerns about job security, or simply a preference for the familiar. Coupled with risk aversion, where failure is penalized rather than seen as a learning opportunity, innovation can be stifled before it even begins. A lack of trust within the organization, whether between employees and management or among team members, further complicates matters, hindering open communication and collaboration, both essential for generating and

developing new ideas. The "not invented here" syndrome, a bias towards internally generated ideas and a dismissal of external innovations, can also limit the scope and potential of entrepreneurial initiatives.

Leadership and management play a crucial role in the success or failure of corporate entrepreneurship. A lack of a clear vision from leadership or a lack of genuine commitment to the strategy can derail even the most promising initiatives. If leaders are not actively championing the cause, allocating resources, and demonstrating their belief in the value of intrapreneurship, employees are unlikely to take it seriously. A short-term focus, driven by pressures for immediate profits, can also be detrimental, as it discourages investment in long-term innovation projects that may not yield immediate returns. Micromanagement, where managers exert excessive control over employees' work, can crush creativity and stifle the kind of independent thinking needed for entrepreneurial endeavors. Finally, a failure to effectively communicate the vision and goals of the corporate entrepreneurship strategy can leave employees confused, disengaged, and unsure of how they can contribute.

Structural and process barriers within the organization can also impede progress. Excessive bureaucracy, with its complex approval processes and layers of red tape, can significantly slow down innovation. Entrepreneurs within the organization may find their ideas bogged down in a maze of paperwork and approvals, leading to frustration and discouragement. Rigid hierarchical structures, where information flows

primarily from the top down, can also stifle innovation by limiting the flow of ideas from employees at lower levels. A lack of resources, including funding, personnel, and technology, can further hinder entrepreneurial activities, making it difficult for employees to develop and implement their ideas.

Individual barriers, related to employee attitudes and motivations, also need to be considered. Fear of failure, a natural human response, can be particularly paralyzing in organizations that don't foster a culture of psychological safety. Employees may be reluctant to take risks if they believe that a failed project will have negative consequences for their careers. A lack of motivation or appropriate incentives can also dampen enthusiasm for entrepreneurial activities. If employees don't see a clear benefit for themselves in terms of rewards, recognition, or professional development, they may be less inclined to invest the extra effort required. Complacency, particularly in successful companies, can also be a barrier, as employees may become resistant to change and reluctant to embrace new ideas.

Finally, challenges related to measurement and reward systems can undermine corporate entrepreneurship efforts. If the metrics used to evaluate the success of these initiatives are misaligned with the overall goals, it can lead to misdirected efforts and a waste of resources. A lack of clear and transparent reward systems for innovation can also demotivate employees. If entrepreneurial contributions are not recognized and rewarded, employees may lose interest in pursuing new ideas. Addressing these diverse barriers requires a multifaceted

approach that considers cultural, leadership, structural, individual, and systemic factors. Only by proactively identifying and mitigating these challenges can organizations create a truly supportive environment for corporate entrepreneurship to thrive.

4. Definition of Political Connection

According to Gomez and Jomo (2009), politically connected companies are companies or conglomerates that have a close relationship with the government. Companies that have a close relationship with the government can be interpreted as government-owned companies, namely companies in the form of BUMN or BUMD. A conglomerate (owner) that has a close relationship with the government is a conglomerate or company owner who is a prominent political figure (Gomez and Jomo, 2009). The political figure is a council member in the central government or a member of a political party. In other words, political connection is the level of closeness of a company's relationship with the government. Politically connected firms are firms that in some way have political ties or seek proximity to politicians or the government. Political connections are believed to be a very valuable resource for many companies (Leuz and Gee, 2006).

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5. Theory of Political Connection

a. Agency Theory

Agency theory can be interpreted as a contract between one or more principals who give authority to another person (agent) to make decisions in running the company (Jensen and Meckling, 1976). According to Hendriksen and Breda (2013) there is a relationship between two individuals where one becomes the principal and the other becomes the agent. The principal gives a task to the agent, then the agent agrees to carry out the task with some considerations given to the principal. Management acts as an agent in a company and the principal acts as a shareholder. Shareholders act as information reviewers and decision making is carried out by the agents. Information reviewers have the responsibility to choose an information system. Information reviewers must have a variety of choices so that policy makers can make the best decisions for the interests of the owner. Because parties who collaborate have diverse goals, agency theory aims to

resolve the issue of agency when there is a conflict of interest between the agent and the principal. The agency theory specifically addresses agency relationships, wherein one person (the principal) assigns tasks to another (the agent) (Sarwoko, 2016).

The goal of agency theory is to resolve issues that may arise in an agency relationship, such as, firstly, the existence of a conflict of interest between the principal and the agent, also known as Killick's principal-agent problem, which arises when maximizing the utility function of multiple parties necessitates some sort of cooperative action and when the function of the target of the various parties exists. When creating contracts that give agents remuneration or additional value, this issue must be the main focus in order to align an agent's interests with those of the principal. A principal contract with an agency can benefit both parties. Secondly, an agent attempting to manage hazards.

The foundation of agency relationships is agency theory, which is used to build a more comprehensive response that better reflects reality. Corporate management needs to be closely watched and managed to guarantee that all laws and regulations are followed. In spite of these attempts, the agency cost resulted in the agency difficulties, which, according to organization theory, were the difference or discrepancy between the principal and the agent.

b. Stakeholder Theory

According to (Freeman, 2010) a company operates not only for its own interests, but also must provide benefits for stakeholders.

Stakeholder theory also suggests that companies have a social obligation to consider the interests of all parties affected by the decisions. The support that stakeholders supply to a firm has a impact on its ability to survive. The stakeholder can be defined as a person or group of people who are influenced and influence the company's processes in achieving its goals. Stakeholders for the company include creditors, suppliers, shareholders, consumers, the public, government, and other interested parties. Therefore, the company needs good management and strategy in carrying out its operational activities. This aims to build good relationships with stakeholders so as to cause a positive response from these stakeholders.

Companies must be able to maintain relationships with the stakeholders, by accommodating the wants and needs of the stakeholders (Rosyadi, 2015). There are three relationships that can strengthen the relationship between the company and stakeholders, namely relationships based on trust, respect, and cooperation (Maharesti, 2018). If these three relationships can be created by the company with its stakeholders, a harmonious relationship will arise. One of the activities that can make the relationship between the company and stakeholders harmonious, namely by implementing corporate social responsibility programs (Fauziah, 2019). Thus, the continuation of a company's life is strongly influenced by the support provided by stakeholders.

At this time, it is probably undeniable that adhering to stakeholder principles is linked to both improved financial performance and effective management. Scholars from a wide range of industries, domestic and foreign businesses, and contexts have tested and validated this theory (e.g., Choi & Wang, 2009; Cording, et al, 2014; Harrison & Freeman, 1999; Henisz, Dorobantu & Nartey, 2014; Hillman & Keim, 2001; Sisodia, Wolfe & Sheth, 2007).

The effectiveness of stakeholder management in terms of financial and social business performance is confirmed by two further empirical investigations in novel scenarios included in this special issue. Even though managing for stakeholders is well supported by empirical data, some academics still contend that the most rational management strategy is maximizing shareholder profit (Brealey, Myers & Marcus, 2007; Danielson, Heck and Shaffer, 2008; Heath, 2009).

As a result, needless distributions of funds, time, or other resources to other stakeholders, like employees, suppliers, or local communities, are discouraged (or even viewed as immoral). This approach contends that managers (and those who supervise managers, such as boards of directors) have an obligation to maximize returns to shareholders. Many papers have been produced to support one stance against another because stakeholder theory and shareholder primacy are incompatible. This dispute is pointless, in our opinion, given the weight of the

theoretical and empirical evidence supporting stakeholder theory. Rather, we support studies and discussions that will improve stakeholder theory and assist companies in developing the most effective strategies for putting it into practice (Jensen and Meckling, 1976).

6. Forms of Political Connection

In the realm of business and politics, political connections can be categorized as substantive or strategic. Substantive connections focus on securing immediate, tangible benefits like lobbying for favorable legislation or securing government contracts. Strategic connections, on the other hand, emphasize building long-term relationships with political actors, influencing public perception, and creating a favorable political environment for the business. While substantive connections may yield immediate gains, they can also attract scrutiny and criticism. Strategic connections, while less visible, can provide long-term advantages by cultivating a positive political landscape. It's crucial to note that these two types of connections often overlap and interact, and businesses may pursue both to achieve the political and business objectives.

2.1.2 Eco-Green Innovation

1. Definition of Eco-GreenInnovation

Eco-green innovation is the process of creating new goods, methods, or technology that support sustainability and lessen the negative effects on the environment. It focuses on developing solutions that are both commercially feasible and ecologically, energy, and

resource-conserving. In order to balance environmental responsibility with company success, innovation usually entails cutting carbon emissions, employing renewable resources, and decreasing waste. Finding methods to simultaneously enhance economic performance and the environment is the essence of eco-green innovation.

To ensure the future prosperity and help create a sustainable society, businesses must embrace environmental innovation strategies and put the principles of the green economy into practice. Consumers and stakeholders are calling for more ethical and environmentally friendly goods and activities as environmental concerns grow (Demirel & Danisman, 2019).

Businesses may get a competitive edge, draw in eco-aware clients, and increase brand loyalty by incorporating green concepts into the strategies and products. Through waste reduction and resource efficiency, adopting sustainable practices can also result in cost savings. Additionally, businesses who proactively implement green strategies will be better positioned to comply with changing needs as governments and regulatory bodies tighten environmental legislation, avoiding possible penalties and reputational hazards.

Businesses may promote innovation, drive continuous improvement, and find new income streams in the green market by investing in environmental innovation strategies. Additionally, being a leader in sustainability may improve a business's standing and draw in investors who are interested in long-term gains and environmental, social, and governance factors (Kasay nond et al., 2019). Ultimately,

adopting the Green Economy and Environmental Innovation Strategies is a wise economic move that guarantees the company's relevance, resilience, and favorable effects on society and the environment in addition to being an ethical requirement.

In general, the definition of synthesis emphasizes that environmentally Green innovation is tantamount to reducing environmental impacts caused by consumption and production activities. However, in the literature there are four terms used in the literature to describe environmentally Green innovations, including; "green", "eco", "environment" and "sustainability" (Díaz-García et al., 2015) (Horbach et al., 2012; Carrillo et al., 2010; Fernando & Xin, 2014).

Green innovation is defined by Chen et al. (2006) as "hardware or software innovation related to a green product or process, including innovation in technologies involved in energy saving, pollution prevention, waste recycling, green product design, or enterprise environmental management." James (1996) argues that eco-innovation is "a form of new products and processes that provide value to customers and businesses, and reduce the impact on the environment" (Jin et al., 2008; Bartlett & Trifilova, 2010).

Using the same concept, Kemp and Pearson (2007) argue that "eco-innovation is the production, assimilation or exploitation of a new product, production process, service, management or business method for an organization (development or adoption) whose results are seen in the life cycle, reduction of environmental risks, pollution, and other

negative impacts of resource use (including energy use) compared to relevant alternatives" (Schiederig and colleagues, 2011).

Environmental innovation is defined by Kammerer (2009) as "any type of innovation that generates benefits to the environment, encompassing all the changes and novelties of an organization that seeks to reduce its environmental impact." Foxon and Pearson (2007) link green innovation to sustainability innovation and define it as "innovation that leads to more sustainable technological and institutional systems, as well as processes that are widely understood as systems in which resources used and waste production are at environmental boundaries corresponding to levels of economic prosperity and social justice" (Fernando et al., 2016) (Del Brio and Junquera, 2003; Wagner, 2007; Brunnermeier and Cohen, 2003; Ming-Ji and Ching-Hsun 2009; Yu- Shan, 2008; Pujari, 2006; Carrillo-Hermosilla et al., 2010;).

According to Leal-Millán et al. (2017), Any invention that helps create goods, services, or procedures to lessen the effect and harm caused by environmental devastation is considered green innovation. Meanwhile, according to Aboelmaged (2018), green innovation is all forms of innovation that aims to optimize the use of natural resources and energy that is more environmentally friendly. This type of innovation has an important role today because it can optimize the use of natural resources appropriately to improve human welfare. Based on this, A green innovation district can be defined as An oversight that has a focus on driving innovation in green technology and Keep an eye out for sustainability. Green innovation areas are generally specifically

designed with the aim of encouraging innovations related to green technology that optimize the use of natural resources without damaging the environment. Deep Keep an eye out for green innovation, companies such as R&D centers, educational institutions, and communities can collaborate to create innovative sustainable technologies and practices

In order to summarize several definitions derived from four ideas, namely, "green", "eco", "environment" and "sustainability. Schiederig et al. (2011) identified and found six important aspects of environmentally Greeninnovation from different definitions, including:

a. Objects of innovation : product, process, service, method
b. Market orientation : Meet the needs of being competitive in the market
c. Environmental aspects : reduce negative impact
d. Phase : The full life cycle should be considered
e. Implus : The intention to reduce may be economic or ecological
f. Level : Setting new innovations / green standards for companies

2. Types of Eco-Green Innovations

Eco-Greeninnovations can be classified into three main categories: eco-Greenproduct innovation, eco-Greenprocess innovation, and eco-Greenorganizational innovation (Sezen & Çankaya, 2013). The implementation of eco-Greenproduct innovations results in environmental improvements for existing eco-Greenproducts or the development of new eco-Greenproducts. Since the main environmental

impact of products comes from the use (e.g., fuel consumption and CO2 emissions of cars) and disposal (e.g., heavy metals in batteries), the application of eco-Greenproducts focuses primarily on the product life cycle to reduce environmental impact (Cheng & Shiu, 2012)

Environmentally Greenprocess innovation is deliberately focused on the production process. While this is new to the main company, process innovations can be exploited or applied to reduce environmental risks, pollution emissions, and other negative impacts. The literature has identified several forms of green process technologies such as clean production, pollution control, pollution prevention, eco-Greenefficiency, and recirculation (Ma et al., 2017). The implementation of an environmentally Greenorganization refers to the ability and commitment of the members of the organization to implement new forms of environmentally Greeninnovation management. Environmental organizations cannot reduce environmental impact directly, but they can facilitate the implementation of environmentally Greenprocesses (e.g., in manufacturing) and the innovation of environmentally Greenproducts (Murphy and Gouldson, 2000; Cheng & Shiu, 2012). The implementation of eco-Greeninnovations in environmental organizations includes environmental training programs, eco-Greenproduct design programs, introduction to environmental learning techniques, creation of management teams to deal with environmental issues, and environmental management systems. In short, various efforts in an organization can produce environmentally Greeninnovations (Cheng &; Shiu, 2012).

2.1.3 Determinants of Eco-GreenInnovation

1. Corporate Strategy

The resource-based view of firms (Wernerfelt, 1984, Barney, 1991), states that firm characteristics such as strategy, structure, and core capabilities, dubbed as "green capabilities," play a very important role in environmentally Greeninnovation (Hart, 1995; Kammerer, 2009; Horbach et al., 2011). Bernauer et al (2016) in the journal Cai & Zhou (2014), argue that the ability to introduce environment-Greeninnovations is highly dependent on internal drivers, including technological capabilities, and organizational capabilities. Several studies have also looked at the ability of organizations, particularly in Environmental Management Systems, to facilitate green innovation directly by introducing environmental objectives and management structures and programs to achieve those goals (Coglianese and Nash, 2001, Johnstone, 2001; Kammerer, 2009). In addition, company-specific capabilities such as professional knowledge, cross-departmental communication and environmental management systems also enable companies to implement environmentally Greenmanagement (Wu et al., 2012).

2. Regulation

In Indonesia, Law 17/2008 on Shipping, Pelindo only acts as an Operator while the Regulator is the Port Authority (OP). OP is a government agency at the port as an authority that carries out the functions of regulating, controlling, and supervising port activities that

are commercially operated. With the separation of Regulators and Operators, Ports in Indonesia can lead to a good National Port Order.

In the maritime world, from the scope of its duties and responsibilities, the Port Authority in Indonesia is categorized as a Landlord port. The port services are carried out by *Badan Usaha Pelabuhan (BUP)* which allows private participation. The Port Authority acts like a landlord who grants concessions of immovable assets in the form of land and buildings to be used, operated, and not owned until a certain agreed period or period. Then a management entity is appointed or agreed to operate the existing assets and equip it with loading and unloading equipment systems and other information systems to operate a certain type of port service. The owner of port assets in Indonesia is based on statutory provisions and is entitled to compensation for the assets it conveys in a certain performance based on profit function, business scale, and other parameters that have been mutually agreed upon.

3. Market

Intense competition has forced companies to be more creative and innovative to increase demand or market share. Differentiating strategies between environmentally Green products or services with conventional products or services is one way for companies to increase uniqueness in the market (Fernando et al., 2016). In an empirical study on differences in environmental processes and product innovation, Cleff and Rennings (1999) found that market considerations are essential for environmentally Green product innovation. Companies can use

environmental improvements to differentiate the products from competitors' and thus gain a competitive advantage (Reinhardt, 1998; Kammerer 2008). In conclusion, the company's innovation is closely related to marketing environmentally friendly products or services to customers. The challenge is that difficulty acquiring new customers and retaining them. Market pressure to adapt more environmentally friendly production activities will encourage to change so that they comply with regulations (Ketikidis et al., 2013; Fernando et al., 2016).

4. Technology

Innovation theory has emphasized the importance of technology (supplier side) and market (demand side) as the main determinantsin shaping the dynamics of environmentally friendly innovation. Pressure from the environment in the selection of a particular technology can be the dominant 'technological paradigm'. Most studies identify the driving factors of technology as facilitators at the stage of adopting environmentally friendly innovations. In addition, the company's technological capabilities are also identified as supporting factors in the innovation and development stages. According to Horbach et al. (2011), the supply factor (technology) has a very important role. Based on German panel data, Horbach (2008) shows that increasing technological capabilities (knowledge capital) in research and development can trigger the formation of environmentally friendly innovations (Dosi, 1982) (Horbach et al., 2012; Newell, 2010; Rennings, 2000; Costantini et al., 2015) (Rennings, 2000) (Hojnik &; Ruzzier, 2016) .

2.1.4 Eco-friendly innovation and entrepreneurial strategy

Entrepreneurship refers to the active search of new and established companies for new Businesses and new products, and is not just limited to new investments (Harms et al., 2010). Moreover, companies with entrepreneurship. The strategy focuses on changes in the market and promotes the development of the ability to forecast future market trends (Dess & Lumpkin, 2005). An entrepreneurial strategy implies the development of innovation behavior and avoidance of established solutions and methods (Kyrgidou &; Spyropoulou, 2013). Following the above implications, Bouncken et al. (2016) found a positive relationship between Customer Experience, strategy, and innovation, supported by a survey of 171 production companies. During the innovation process, risk-taking is necessary for companies because innovation is always accompanied by high risk (Wales et al., 2013). One of the barriers to innovation is the lack of support for the company, which can be improved internally within the company (Boˇ zi´C &Rajh, 2016).

Due of the innate political ties, SOEs are advantageous over non-SOEs in this regard. Additionally, SOEs are frequently obliged to cover the social expenses of government by funding certain social or political goals (Zhang et al., 2016; Zhu et al., 2016). When they are appointed by the government, Chinese SOE executives have little concern about risk-taking. Therefore, SOEs is capable in terms of risk-taking capabilities and promoting green innovation behavior, as induced by entrepreneurial strategies. Non-

Es are more generally risk-averse companies. Executives of non-state-ıed companies tend to worry about the risks and potential failures of

innovation, because such failures can affect the corporate governance (Gomez-Mejia &; Wiseman, 2007). Due to the lower rate of return of green innovation (compared to other innovations), CE strategies in non-SOEs can invest less capital into green innovation (Boubakri et al., 2013; Ding et al., 2015).

2.1.5 Examples of green innovation or environmentally friendly innovation in various countries

1. United States Green Port

The United States' green port rules were implemented early on. The Green Port Policy, which was put into effect by the Port of Long Beach in 2005, provided a fundamental framework for sustainable development, mitigation of harmful emissions from port operations, enhancement of the harbor's water quality, and protection of the marine environment. On August 1, 2012, the Emission Control Area (ECA) rules for North America were formally introduced. In order to reduce emissions in ports and shipping, the policy places limitations on SOx and NOx emissions from ships.

2. Maritime Singapore Green Initiative

Through the Green Ship program, Green Port program, and Green Energy and Technology program, the Maritime and Port Authority of Singapore (MPA) launched the "Maritime Singapore Green Initiative" in 2011, proposing to reduce CO2, SOX, and NOX emissions from shipping lines, terminals, shipping companies, and port vessel operators. The organization also published "Maritime Singapore

Decarbonization Blueprint: Working Towards 2050" in 2022, which methodically lays out a plan for the maritime industry to achieve peak carbon neutrality. The plan calls for innovative features including the creation of the first ammonia-fueled tanker in history and a port-centered ecosystem.

3. Port Authority of Thailand

The most recent Annual Report, which summarizes all activities and operations completed through 2014 and projects a future strategy plan for port operation of all statedown ports in Thailand, was released in 2015 by the Port Authority of Thailand (PAT). As part of PAT's environmental activities, the "Green Port Project" was listed in PAT Enterprise Plan No. 11 for the 2015–2019 fiscal year. Based on the report, it can be inferred that the Green Port Project is supported by four major work plans and projects: lowering carbon dioxide (CO2) emissions, improving PAT environmental quality, comparing CO2 emissions with 2013 as a baseline, and keeping an eye on environmental quality in relation to the Environmental Impact Assessment (EIA) report. The Green Port Project seeks to reduce CO2 emissions and energy use from port operations by 10% by the end of the 2019 fiscal year, using 2013 as a baseline (Thailand, 2015). The aforementioned makes it abundantly evident that in order to assist the PAT Green Port Project, it is necessary to build up the EPIs. Since there hasn't been any prior study on seaport EPI in Thailand, Apai and Thammapredee (2014) described the safety, health, and environmental improvement program at LCP. They asserted that LCP's safety and

health standards had improved after the Partnerships in Environmental Management for the Sea of East Asia (PEMSEA) regulation was put into effect. However, various issues with the environment, such waste management, energy management, and pollution emissions, have been identified.

2.1.6 Political Connections

According to Gomez and Jomo (2009), companies that have political connections are companies or conglomerates that have close ties with the government. Companies that have close relations with the government can be interpreted as government-owned companies, namely companies in the form of BUMN or BUMD. Conglomerates (owners) who have close ties with the government are conglomerates or company owners are prominent political figures. The political figure is a councillor in the central government or who is a member of a political party. In other words, political connection is the degree of closeness of the company's relationship with the government. Politically connected companies are companies that in certain ways have political ties or seek closeness with politicians or governments. Political connections are believed to be an invaluable resource for many companies (Gomez and Jomo, 2009) (Leuz and Gee, 2006).

Faccio (2006) explains that a company is considered politically connected if at least one of the large shareholders (someone who controls at least 10% of the total shares with voting rights) or one of the company's ɔders (CEO, president, vice president, chairman or secretary) is a member ɔarliament, minister, or person closely related to top politicians or political

parties. Political connections can also be seen from the presence or absence of direct ownership by the government in companies (Adhikari et al., 2006).

Political connections can have a two-sided impact on a company's value. This can increase or even endanger the value of the company. Fan et. al., (2004) reported the results of research that companies that have CEOs with political connections have a lower performance of about 37% compared to companies that do not have political connections when measured by the company's stock return three years after the IPO. Other advantages of politically connected companies are easier access to debt financing, lower taxes, and stronger market power. Zhang, et. Al., (2010) gives an example from the results of his research report that bankers are often forced to provide loans for projects undertaken by politically connected companies even though the project is not expected to be profitable.

Politically connected companies are widespread in many countries, particularly in transitional and developing countries (Faccio, 2006). Regarding approaches to establishing and maintaining political connections, there are differences between SOEs and non-SOEs, and these differences can lead to different impacts on CE strategy. Within SOEs, the impact of political connections on CE strategy may be positive. The executives of Chinese BUM are appointed by the government. Therefore, there is no additional cost for SOEs to seek and maintain political connections (Boubakri et al., 2013). Moreover, the executives in Chinese state-owned enterprises are also government bureaucrats at this time. This characteristic implies one ıortant consideration that these executives have in the possibility of being moted to top-level positions. Based on the tournament competition

hypothesis (Li & Zhou, 2005; Yu et al., 2016), the possibility of promotion to top-level positions causes executives to carry out positive strategies to achieve superior company performance. This happens because top-level governments primarily evaluate executives based on company performance.

From this point of view, the political connections of BUM motivate investment in CE strategy. Since the five layers of state administration broadly compose China's political system, including the center (Zhongyang), provinces (Sheng), prefectures (Diqu), counties (Xian), and townships (Xiang). Political relations can also be divided based on these five layers. Executives with higher levels of political connections are more well-known in public, and they may also be more responsible for the development of the companies (Li et al., 2008). In addition, a higher level of political connection in the SOE implies access to a sizable amount of resources and administrative powers. Thus, executives may easily acquire the additional resources needed to adopt CE strategies (Zhang et al., 2019a). From this point on, higher level political relations will further motivate the CE BUM strategy. As for non-SOEs, executives seek to leverage government connections, primarily for political protection and related economic benefits (Fan et al., 2007). In the process of establishing and maintaining these connections, non-SOEs must pay rent search fees to policy makers (Li & Zhou, 2005).

2.2 Empirical Review

Previous research is an effort made by researchers to find comparisons and then to find new inspiration for future research. In addition, previous studies help researcheqars in positioning research and showing the originality of the research. Previous research is summarized into a table shown in table 2.1. below. The difference is that Rosim and Etty's research uses green competitive to determine financial statement fraud while this latest research uses green innovation to encourage entrepreneurial strategies.

Tabel 2.0-1 Empirical Review

No	Researcher Name	Title	Research Result	Equality	Difference
1.	Christian Orchad	The influence of political connections and corporate governance on tax aggressiveness (2022)	The test result showed that the political connection take negative effect to tax aggressiveness, especially in a variable independent board. while corporate governance has no effect on tax aggressiveness.	Using political connection objects as an entrepreneurial strategy for state-owned companies.	The difference is that previous research found out its influence, while this research is to find out its role and use environmentally friendly innovation objects given to the company.
2.	Teddy Jurnali & Sari ung	Board size, board diversity and disclosure of corporate social	By considering political connections, board size and	Using political connection objects as an entrepreneurial	This previous research discussed board size,

No	Researcher Name	Title	Research Result	Equality	Difference
		responsibility: the role of political connections (2023)	board gender diversity have a positive effect on corporate social responsibility disclosure.	strategy for state-owned companies.	board diversity and corporate board social responsibility seen from the perspective of the political connections.
			relationship between board size and board gender diversity on corporate social responsibility disclosure. this study implies that political connections are not always bad because political connections can force boards to be more socially responsible.		political connection strategies and environmentally friendly innovation as entrepreneurial strategies for PT.Pelindo IV.
3.	Rosim Megawati & ıningsari	Green competitive advantage and fraud factors influencing	The result of this study are green competitive advantage, unstable	The equation in the research uses green competitive	The difference is that rosim and etty's research uses green competitiveness

No	Researcher Name	Title	Research Result	Equality	Difference
		financial statement fraud (2021)	organizational structure, ineffective monitoring, and political connections have a negative impact. while the number of ceo photos and financial targets have a significant positive effect on fraud.	objects as related objects.	to find out fraudulent financial reports, while this latest research uses green innovation to encourage entrepreneurial strategies.
4.	Maharani Putri Rabbani, Sofie Yunida Putri, & Maheran Zakaria	Green Economy and Environmental Innovation Strategies: A Review of the Literature	This study concerning underscores the importance of the green economy and innovation in green technology in pursuing sustainable development.	The similarity between these studies is that they both discuss the green economy and its relationship to green innovation.	The difference is that this research only discusses green economy and green innovation without discussing political relations.
5.	Dading Damas, El /iroh, &	THE EFFECT OF ECO-EFFICIENCY, GREEN	The purpose of this study is to test, analyse and provide	This research discusses the effect of eco-efficiency	The difference from this study is that it only uses empirical

No	Researcher Name	Title	Research Result	Equality	Difference
	Meidiyah Indreswari	INNOVATION AND CARBON EMISSION DISCLOSURE ON COMPANY VALUE WITH ENVIRONMENTAL PERFORMANCE AS MODERATION	empirical evidence of the influence of eco-efficiency, green innovation, disclosure of carbon emissions on firm value.	which is a green innovation to reduce carbon emissions contributed by the company so that the equation becomes.	evidence of the effect of eco-efficiency without any political relationship in it.
6.	Viajeng Purnama Putri & Dicky Wisnu Usdek Riyanto	Green Innovation And Green Competitive Advantage Mediate The Influence Of Green Marketing Orientation On Green Marketing Performance In Sme Indonesia	This study aims to analyse the relationship between green innovation and green competitive advantage that mediates the effect of green marketing orientation on green marketing performance.	This study also discusses the analysis of the relationship between green innovation and green competitive advantage.	This study only discusses the relationship between green innovation and green competitive advantage without discussing the political relationship in more depth.
7	Mingxia Liu, Liqian Liu, & Amei Feng	The Impact of Green Innovation on Corporate Performance: An Analysis Based on Substantive and	Substantive green innovation leads to significant improvements in financial performance,	This study also discusses how sustainable long-term green innovation can create	The difference lies in the objects/samples taken. This study took samples from Chinese SOEs,

No	Researcher Name	Title	Research Result	Equality	Difference
		Strategic Green Innovations	while strategic green innovation weakens financial performance.	substantive results that lead to significant improvements in a company's	while the content of the study to be discussed took objects/samples from Indonesian SOEs.
8	RISKI ARUM SUKMAWATI	The Effect Of Green Innovation And Environmental Responsibility On Company Values	The study's findings demonstrate that environmental responsibility and green innovation have little impact on a company's worth.	Both of them discussed the impact of green innovation on companies.	The difference is, this study does not discuss political connections within it.
9	Ieva Meidute-Kavaliauskiene, Semsettin Çigdem, Aidas Vasilis Vasiliauskas, & Bülent Yildiz	Green Innovation in Environmental Complexity: The Implication of Open Innovation.	The results of this study state that green innovation improves environmental performance and economic performance.	Both discussed the impact of green innovation on corporate performance.	The difference lies in the independent variable. The independent variable in this study discusses political connections, while the previous study did not discuss

No	Researcher Name	Title	Research Result	Equality	Difference
					political connections.
10	Xin Jin, Shiru Huang, & Xue Lei.	Research on the Impact Mechanism of Green Innovation in Marine Science and Technology Enabling Dual Economic Circulations	This study found that green innovation in marine science and technology effectively promotes domestic economic circulation, international economic circulation and dual economic circulation. In addition, green innovation in marine science and technology reduces the impact of interregional resource misalignment on domestic economic circulation and affects international	Both discussed green innovation and its relevance to the marine sector.	Previous studies discussed Domestic Economic Circulation & International Economic Circulation. While the current research focuses on the discussion of Substantive Green Innovation & Strategy Green Innovation.

No	Researcher Name	Title	Research Result	Equality	Difference
			economic circulation by promoting high-quality marine economic development. Finally, it is found that green innovation in marine science and technology exhibits a single-threshold		
			heterogeneous effect on domestic economic circulation and international economic circulation.		
11	Lei Cheng & Zhimin Li	Political Connections, Competition, and Innovation	Businesses are subject to increased competition and shift the resources from rent-seeking to innovation investment when they lose	Both of the studies are focus on the impact on political connection and its relation with the innovation.	This study was not discuss pertain to the political connection impact to the green innovation and also the investment

No	Researcher Name	Title	Research Result	Equality	Difference
			the political ties. The results emphasize how competition plays a factor in replacing political ties with creativity, especially in environments with inadequate formal institutions.		opportunity in eco-green innovation field.
12	Jieyu Zhou, Cuili Qian, & Congshan Li	Political connection heterogeneity and firm innovation: An investigation of privately controlled, publicly listed firms in China	innovation is less noticeable. On the other hand, when a company has greater technological capabilities, competes in a high-tech industry, or is situated in an area with a strong inventive atmosphere, the favorable impact of acquired	Both of the studies refer to the political connection with the compannies and having mediation variable	This research is not discussing about SOEs and political connection relations with the green innovation.

No	Researcher Name	Title	Research Result	Equality	Difference
			political connections on radical innovation is bigger.		
13	Bo Wang, Cheng Peng, Jiujiang Wu, & Fangwei Liao	The Impact of Political Connections on Corporate Green Innovation: The Mediating Effect of Corporate Social Responsibility and the Moderating Effect of Environmental Public Opinion	Both state-owned and non-state-owned businesses, as well as those in China's eastern, central, and western regions, benefit greatly from political connections when it comes to corporate green innovation. Furthermore, the favorable influence of political ties on corporate green innovation is reinforced by environmental public opinion, particularly in	The similarity was the political connection has impacted the corporate green innovation, either SOEs and non-SOEs	The difference is this research is not divided the green innovation into substantial and strategic innovation. Where the present study's main concern was substantial and strategic innovation

No	Researcher Name	Title	Research Result	Equality	Difference
			non-state-owned businesses and in the more market-oriented eastern areas.		
14	Zhe Tang	Political connection and corporate innovation: Evidence from China	Political ties boosted business innovation output and encouraged corporate innovation. Using China's 2013 anti-corruption campaign as a natural experiment, the study also employed a Difference-in-Difference approach diminished among political-connected firms following the anti-corruption campaign.	Both of the studies are connecting the relation between political connection and corporate innovation.	This study is not focused on green innovation and SOEs.

No	Researcher Name	Title	Research Result	Equality	Difference
15	Renhao Liu, Beifan Zhang, Tong He, Youqing Fan, & Shuang Li	State Ownership and Green Innovation	The association between state ownership and green innovation may be decreased if there is a high level of digital transformation at the business level and digital innovation competence at the provincial level. Overall, by connecting state ownership, green innovation, and digital-related characteristics, this study enhances the literature on both green innovation and SOE innovation.	Both of the studies are focus on analyzing the relation between SOEs and green innovation.	The difference is this study is concluding digital innovation. While the present study subject was PT Pelindo that cooperated with transportation and the most effective green innovation will be under the transports materials.