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LITERATURE REVIEW: IMPLEMENTATION OF THE SEA TOLL PROGRAM

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ABSTRACT

This article seeks to analyze the implementation of the Sea Toll Program comprehensively, focusing on its policy dynamics, implementation challenges, and strategic recommendations to improve its effectiveness in the future. This study employs a qualitative descriptive approach. The data collection technique applied in this research is literature study, which involves examining relevant sources such as books, official documents, and other references associated with the research object. The study relies on secondary data obtained from the Ministry of Transportation and other relevant institutions. These secondary data were collected through documentary analysis, which includes official government reports, academic journals, and credible mass media publications relevant to the research topic. This research finding that The Sea Toll strategic program is expected to mitigate disparities and inequalities between Java Island and regions outside Java in terms of food availability and price disparity. However, several challenges remain that must be addressed to enhance the program's effectiveness.

Keywords: *Implementation, Program, Toll, Sea.*

ABSTRAK

Artikel ini bertujuan untuk menganalisis secara komprehensif implementasi Program Tol Laut, dengan berfokus pada dinamika kebijakan, tantangan pelaksanaan, serta rekomendasi strategis untuk meningkatkan efektivitasnya di masa mendatang. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Teknik pengumpulan data yang digunakan adalah studi 18embaga, yaitu dengan menelaah berbagai sumber yang relevan seperti buku, dokumen resmi, serta referensi lain yang berkaitan dengan objek penelitian. Penelitian ini menggunakan data sekunder yang diperoleh dari Kementerian Perhubungan dan 18embaga-lembaga terkait lainnya. Data sekunder tersebut dikumpulkan melalui analisis dokumentasi, yang mencakup laporan resmi pemerintah, jurnal akademik, dan publikasi media massa yang kredibel serta relevan dengan topik penelitian. Hasil penelitian ini menunjukkan bahwa program strategis Tol Laut diharapkan dapat mengurangi disparitas dan kesenjangan antara Pulau Jawa dan wilayah di luar Jawa dalam hal ketersediaan pangan dan disparitas harga. Namun, masih terdapat

beberapa tantangan yang perlu diatasi untuk meningkatkan efektivitas program tersebut.

Kata Kunci: Implementasi, Program, Tol, Laut.

INTRODUCTION

The Sea Toll Program has been in operation for a decade since its initiation in 2015. According to "Mewujudkan Poros Maritim Dunia" (2015) by Andi Iqbal Burhanuddin, the concept of the Sea Toll does not refer to a physical toll road built over the sea, but rather to an unobstructed maritime route that connects various ports across Indonesia. Therefore, within the context of national development, the Sea Toll is understood as an initiative to enhance interregional connectivity through the optimization of maritime transportation in support of diverse national strategic interests (Rahma & Gischa, 2023).

As an instrument for enhancing national connectivity, the Sea Toll Program has made a significant contribution across various development sectors. Improved interregional connectivity in Indonesia plays a crucial role in facilitating the distribution of goods, services, and capital. Furthermore, the Sea Toll provides several strategic benefits for Indonesia (Rahma & Gischa, 2023), including:

a. Realizing the *Nawacita* vision, by supporting President Joko Widodo's priority agenda to strengthen Indonesia's identity as a maritime nation;
b. Promoting equitable social welfare, through the stabilization of basic commodity prices across regions as a result of more efficient transportation routes and lower distribution costs;
c. Enhancing the self-reliance and income levels of coastal communities, by providing facilities that enable fishermen to effectively market and distribute their catch on a larger scale;
d. Advancing infrastructure development and reducing unemployment, by improving the quality of infrastructure, thereby creating new economic opportunities, particularly in the tourism sector.

Throughout its development, the implementation of the Sea Toll Program has encountered various challenges, both in terms of policy and technical aspects. These challenges have hindered the program's effectiveness in reducing price disparities of essential goods and fulfilling the needs of communities, particularly in Indonesia's frontier, outermost, and underdeveloped (3T) regions. Maritime analyst Saut Gurning identified the main obstacles as suboptimal vessel service frequency—

affected by weather conditions and fleet readiness—as well as the imbalance between outbound and return cargo loads (Anwar, 2020).

According to the Director General of Sea Transportation at the Ministry of Transportation, Arif Toha, several operational challenges persist, including inadequate infrastructure in 3TP (underdeveloped, remote, disadvantaged, and border) regions. Moreover, the availability of national shipping fleets, both state-owned and private, remains a crucial issue. The Ministry of Transportation recorded in 2019 that Indonesia possessed approximately 32,587 officially registered vessels, the majority of which are aging (Anwar, 2020; Saputra, 2022).

Another challenge concerns cargo handling capacity and the limited number of containers at several ports. This issue is compounded by insufficient supporting facilities, such as inadequate storage yards, and unpredictable extreme weather conditions, including tropical cyclones in East Nusa Tenggara (Anwar, 2020; Yanwardhana, 2021).

Additionally, cargo management remains problematic due to the lack of synergy between fishing and commercial ports, the discontinuity of certain fishery product supplies, and limited dissemination of the Sea Toll Program among fishing industry stakeholders. In 2020, Indonesia's logistics costs were among the highest in Asia, with the national logistics performance ranking 46th globally. The government aims to reduce logistics costs by 6%, from 23% to 17%, through the optimization of the Sea Toll initiative. Achieving this target requires an adequate national shipping fleet. Wihana Kirana Jaya, Special Advisor for Economic and Investment Affairs at the Ministry of Transportation, emphasized the importance of fostering coordination among maritime stakeholders—including operators, shipbuilding industries, and regulators—through a clearing house mechanism. Such collaboration is deemed essential to develop an efficient maritime transport system and to lower national logistics costs, thereby enhancing Indonesia's competitiveness at the regional level (Ekaptiningrum, 2022; Yanwardhana, 2021).

Based on the foregoing discussion, this article seeks to analyze the implementation of the Sea Toll Program comprehensively, focusing on its policy dynamics, implementation challenges, and strategic recommendations to improve its effectiveness in the future.

LIBRARY REVIEW

a. Implementation

The term implementation originates from the English verb to implement, derived from the Latin *implementatum* and the root word *impere*, meaning "to fill up" or "to complete." In a broader sense, to implement refers to: (1) carrying a plan or policy into effect; (2) providing the necessary means or instruments to ensure effective execution; and (3) equipping with the

required tools or resources (Siregar, 2022). Therefore, implementation can be understood as the process of transforming a policy or program into tangible outcomes through the systematic provision of resources, actions, and coordination.

According to Daniel A. Mazmanian and Paul Sabatier (1979), as cited by Solihin Fauzan (2024), implementation is defined as an effort to understand what actually occurs after a program or policy has been formulated and enacted. The main focus of policy implementation lies in the events and activities that arise following the establishment of state policy directives, encompassing both administrative efforts and the tangible effects or impacts on society (Fauzan, 2024).

Furthermore, Siregar (2022) emphasizes that the success of a program's implementation is influenced by two primary factors: facilitating conditions and impeding conditions. To assess the effectiveness of an implementation process, several evaluative criteria should be considered, including:

a. The preparedness of technical implementing units;
b. The implementers' understanding of policy plans, objectives, and targets;
c. The identification and readiness of key actors responsible for policy execution;
d. The adequacy of coordination among implementation stakeholders;
e. The clarity and fulfillment of rights, obligations, authority, and responsibilities of policy implementers; and
f. The existence and application of clear and measurable performance evaluation criteria.

Thus, implementation should not be viewed merely as a technical procedure, but as a dynamic process involving administrative structures, resource allocation, and inter-actor coordination to achieve policy objectives effectively and sustainably (Siregar, 2022).

b. Program

According to the Kamus Besar Bahasa Indonesia (KBBI), a program is defined as a plan or design based on certain principles and efforts intended to achieve specific objectives. The term is applicable across various fields, including economics, governance, and other domains. Furthermore, Joan L. Herman, as cited by Ridho (2023), describes a program as any set of actions undertaken by an individual or group with the expectation of producing a particular outcome or effect (Ridho et al., 2023).

In contrast, Munthe (2015) offers a slightly different perspective by defining a program as a series of activities carried out by an organization in a deliberate,

systematic, and continuous manner, involving the participation of multiple actors. Thus, the concept of a program encompasses essential elements of planning, human resource involvement, and process continuity, all of which are directed toward achieving predetermined goals (Munthe, 2015).

c. Sea Toll Program

Comprehensively, Law No. 17 of 2008 on Shipping classifies Indonesia's maritime industry into three main categories: (1) sea transportation, which includes domestic, international, special, and traditional (people's shipping) services; (2) river and lake transportation; and (3) ferry transportation.

Furthermore, the Indonesian National Shipowners' Association (2024) categorizes types of shipping services in Indonesia based on vessel types and operational scope, namely: (1) cargo transport, such as general cargo vessels, container ships, and bulk carriers; (2) passenger transport, including Roll-on Roll-off (Ro-Ro) vessels; (3) liquid and gas transport, involving tankers; (4) specialized transport, such as offshore, tug, and barge operations; (5) fisheries transport; and (6) related maritime support services, which include:

a. Stevedoring services, involving cargo transfer between ship and shore, documentation management, and cargo supervision;
b. Freight forwarding services, managing multimodal coordination from origin to destination;
c. Port water transport, providing intra-port cargo or passenger transfer;
d. Maritime equipment rental, such as cranes and forklifts;
e. Independent tally services, recording cargo quantity and condition for data accuracy;
f. Container depot services, including storage, repair, and maintenance;
g. Ship management, covering vessel operations, crew supply, and regulatory compliance;
h. Ship brokerage, facilitating vessel sales, purchases, or charters;
i. Crew and ship agency services, managing crew recruitment and placement in compliance with international standards;
j. Ship repair and maintenance services; and
k. Other maritime support services, including shipping insurance, maritime finance, classification, management, bunkering, maritime IT, R&D, education, ship equipment, design, and shipyard operations (Indonesian National Shipowners' Association, 2024).

The implementation of the Sea Toll Program integrates two interrelated concepts within a single maritime system: a macro concept and a micro concept. The macro concept focuses on improving connectivity through a

network of shipping routes linking major ports to facilitate the movement of goods and passengers at both national and international levels. Meanwhile, the micro concept refers to the provision of government subsidies under the Public Service Obligation (PSO) scheme for regular and scheduled sea freight services, aiming to ensure the availability of essential goods and reduce regional price disparities (Zaid, 2025).

The Sea Toll Program is designed to achieve three core objectives: availability, accessibility, and affordability of essential commodities. Initiated in 2016, the program seeks to minimize price disparities—particularly for staple goods—between Java and non-Java regions, with special emphasis on 3TP areas (underdeveloped, remote, disadvantaged, and border regions). Conceptually, underdeveloped areas are characterized by low levels of human and infrastructure development, limited resource utilization, and high ecological vulnerability (Zaid, 2025).

RESEARCH METHODS

This study employs a qualitative descriptive approach. The qualitative approach is utilized to gain an in-depth understanding of phenomena by analyzing issues that emerge from individuals and groups. Meanwhile, the descriptive method aims to address the fundamental "how" question, enabling the researcher to obtain a holistic understanding of various variables related to the research problem.

The data collection technique applied in this research is literature study, which involves examining relevant sources such as books, official documents, and other references associated with the research object. This method is intended to establish a solid theoretical foundation that provides an analytical framework for understanding the development of the Sea Toll Program (Kendek et al., 2023).

The study relies on secondary data obtained from the Ministry of Transportation and other relevant institutions. These secondary data were collected through documentary analysis, which includes official government reports, academic journals, and credible mass media publications relevant to the research topic (Febriansyah & Sahara, 2023).

ANALYSIS AND DISCUSSION

In this study, the author seeks to elaborate on the practical implementation of the Sea Toll Program by reviewing several relevant studies.

a. An Evaluation Model of Sea Toll Shipping Routes in the Southern Maluku and Papua Regions (Yunianto et al., 2020)

The findings of the study recommend the use of a hub-and-spoke network model for planning sea toll shipping routes in the Maluku and Southern Papua regions, with the following key points:

1) Saumlaki Port is identified as the most optimal location to serve as the hub port.
2) One container vessel with a capacity of 296 TEUs is required to transport cargo from Surabaya to Saumlaki (the hub), operating with a frequency of 27 voyages per year.
3) The feeder vessel fleet required to serve the final destination ports includes:
    a) Three container ships with a capacity of 60 TEUs each for the routes Saumlaki–Fakfak, Saumlaki–Kaimana, and Saumlaki–Merauke; and
    b) One container ship with a capacity of 87 TEUs for the routes Saumlaki–Dobo and Saumlaki–Timika.
4) The hub-and-spoke operational pattern presents potential risks such as vessel delays and suboptimal fleet utilization.
5) Nevertheless, this model offers a potential subsidy efficiency of up to 50%, reducing the total subsidy from IDR 119.21 billion in 2018 to IDR 59.46 billion

b. "Implementation of the Sea Toll Program Conducted by PT Pelayaran Nasional Indonesia (PELNI)" (Andilas & Yanggana, 2017)

Three key aspects of the Sea Toll Program have demonstrated positive growth trends. Nevertheless, the volume of cargo transported by Sea Toll vessels remains significantly lower than that carried by private shipping companies.

As the program's initiator and main operator, the government and PT PELNI must reassess the efficiency of the existing shipping routes. Findings from prior research indicate that the frequency and cargo volume of Sea Toll vessels operating from Surabaya to Eastern Indonesia are substantially lower than those of private shipping operators. This discrepancy is primarily attributed to the longer Sea Toll routes, which result in fewer voyages and reduced cargo turnover. Therefore, a comprehensive evaluation of route structure, voyage frequency, and cargo volume is essential, as these variables are interdependent and directly influence operational performance.

Furthermore, the government should reexamine the inclusion of certain destination cities that exhibit declining cargo trends, such as Fak-Fak, Kalabahi, Merauke, and Lewoleba. Such an assessment is necessary to determine the underlying causes of reduced cargo volumes and to evaluate whether these destinations remain viable within the Sea Toll network.

Overall, the Sea Toll Program has maintained consistent routes and schedules, ensuring the availability of essential goods and basic commodities in its designated service areas. Moreover, claims suggesting that Sea Toll routes overlap with private commercial shipping lines are inaccurate. The Surabaya–Eastern Indonesia routes

established under the Sea Toll framework are newly designated government routes aimed at reducing regional price disparities and fostering economic development in remote and underdeveloped regions.

c. "Analysis of the Sea Toll Policy and Its Influence on Program Effectiveness" (Mubarak & dan Rifqi Hanif, 2019)

This study highlights three major aspects concerning the implementation of Indonesia's Sea Toll Program, namely:

1) The Relationship Between Cargo Volume and Sea Toll Effectiveness

According to Minister of Transportation Budi Karya Sumadi, both state-owned and private Sea Toll operators are required to maintain a minimum vessel load factor of 60% for round trips. In practice, however, Sea Toll vessels often carry only about 10% of their capacity on return voyages. This policy presents a dual implication: while a higher cargo load can reduce per-unit operational costs, it also poses challenges for operators in meeting the mandated load target.

One of the main obstacles lies in the limited range of goods permitted for transport under the Sea Toll scheme, which constrains operators' ability to fill capacity efficiently. This limitation contributes to increased dwelling time at ports, which can extend up to six times longer than usual, thereby encouraging some businesses to switch to private shipping services. Furthermore, most commodities transported originate from producers in Java, while goods produced in other regions, such as sugarcane from Papua, remain underrepresented. This imbalance contributes to the recurring issue of underloaded vessels on their return journeys.

2) Port Capacity and the Equitability of Goods Distribution

The port-to-port approach adopted in the Sea Toll concept, which focuses solely on inter-port cargo transport, has yet to achieve optimal results in promoting equitable distribution. This model primarily benefits populations living near designated ports, while inland and remote communities continue to experience significant price disparities. The high cost of logistics in Indonesia remains a major challenge, largely due to prolonged dwelling times during cargo handling operations, which in turn escalate land-based transportation costs.

3) Price Disparity and Inter-Ministerial Synergy

Substantial price disparities persist across several strategic national commodities. For instance, the price of shallots in destination regions such as Papua and West Papua is approximately double that

in their origin regions like East Java. This indicates that the Sea Toll Program has not yet fully achieved its goal of reducing interregional price gaps.

Moreover, the program's effectiveness is further hindered by a lack of synergy among relevant ministries and between central and local governments. According to Makbul Muhammad, Director of the Maritime Research Institute (MARIN Nusantara), inadequate cross-sector coordination remains a significant barrier. Sea Toll vessels returning from Papua often carry minimal or no cargo, despite the region's abundant agricultural potential. The limited initiative from the Ministry of Agriculture and local governments in facilitating the distribution of regional commodities has consequently reduced the operational efficiency and economic impact of the Sea Toll Program.

d. Analysis of Sea Toll Route Development Using the Hub-and-Spoke Scheme to Support Logistics Distribution in West Papua (Kendek et al., 2023)

The Sea Toll concept based on the Hub and Spoke model represents a strategic approach aimed at enhancing the efficiency of goods and logistics distribution across Indonesia, particularly in West Papua. Within this framework, the hub port functions as the central distribution node that coordinates the flow of goods from spoke ports, thereby improving large-scale cargo transportation efficiency, reducing logistics costs, and fostering economic growth in remote areas.

The distribution process involves the collection of goods at the spoke ports, their shipment to the main hub port, and subsequent management at that location. The success of this logistical system depends on effective coordination among stakeholders, the utilization of advanced information technology, adherence to safety standards, sustainability principles, and regulatory compliance.

The main hub ports hold a strategic role in maintaining smooth national and international logistics and trade connectivity. By enabling the use of high-capacity vessels, the system reduces logistical expenses and ensures the steady supply of goods across the nation, even under emergency circumstances.

Through its integrated logistics distribution system, the Hub and Spoke model within the Sea Toll Program contributes significantly to promoting inclusive and sustainable economic growth in Eastern Indonesia—particularly in West Papua—while strengthening national logistics connectivity. With continuous development, this program serves as a vital foundation for the future advancement of Indonesia's logistics and economic sectors.

e. Analysis of the Impact of the Sea Toll Program on Logistics Efficiency in Indonesia (Febriansyah & Sahara, 2023)

To enhance the effectiveness of the Sea Toll Program, strategic efforts are required to increase the frequency of voyages, expand cargo capacity, and improve the operational efficiency of vessels participating in the program. Furthermore, stronger synergy among the government, private sector, and local communities is essential to ensure the successful implementation of the Sea Toll Program.

According to data presented in the 2023 Annual Report of the Ministry of Transportation, the Sea Toll Program has made a significant contribution to reducing logistics costs in Indonesia. This reduction in logistics expenses has provided substantial benefits to the national economy, including enhancing the competitiveness of Indonesian products and services, improving production cost efficiency, and promoting societal welfare.

The government remains committed to further developing the Sea Toll Program as a means of strengthening interregional connectivity and improving the efficiency of the national logistics system. As part of this development plan, the government has set a target to expand the number of shipping routes to 50 by the year 2024.

f. Evaluation of the Sea Toll Policy (Fuady, 2023)

The Sea Toll Policy has undergone continuous improvement since its initial implementation in 2015. These improvements include the expansion of eligible commodities receiving Sea Toll subsidies and the increase in the number of shipping routes served under the program. From the perspective of effectiveness, the policy has demonstrated a positive impact on reducing price disparities and enhancing interregional logistics connectivity, particularly in the Frontier, Outermost, and Disadvantaged Regions (commonly known as 3TP). This progress is reflected in the reduction of essential goods prices and the growing number of subsidized shipping routes.

Nevertheless, the policy has not yet reached its optimal level of implementation. Certain commodities, such as shallots, still exhibit significant price disparities compared to other regions. Furthermore, interregional connectivity remains constrained due to irregular shipping schedules.

Therefore, efforts to strengthen logistics connectivity must extend beyond port-based regions to also encompass areas classified under the 3TP category. The development of the Sea Toll Program should not be limited to the transportation aspect alone but should instead evolve into a more comprehensive supply chain framework that integrates all dimensions of national logistics.

g. The Potential of the Sea Toll Route in Supporting the Development of Maritime Tourism in Banyuwangi (Tandi & Burhanuddin, 2023)

The potential of the Sea Toll Route in supporting the development of maritime tourism in Banyuwangi can be identified through the following aspects:

1) Enhanced Accessibility.

The establishment of the Sea Toll Route is expected to improve accessibility to Banyuwangi, facilitating more efficient, faster, and more comfortable travel for tourists visiting the region's maritime destinations.

2) Diversification of Tourist Destinations.

Banyuwangi offers a range of attractive maritime tourism destinations, such as Menjangan Island, Red Island Beach (Pantai Pulau Merah), and Baluran National Park. The integration of the Sea Toll Route would enable tourists to visit multiple destinations within a single trip, thereby enriching their maritime tourism experience.

3) Local Economic Growth.

The development of maritime tourism, supported by the Sea Toll Route, is anticipated to generate positive economic impacts for local communities by increasing income levels, creating employment opportunities, and strengthening tourism-related business ecosystems.

4) Environmental Conservation.

Preserving marine and coastal ecosystems constitutes a crucial component of maritime tourism development in Banyuwangi. A sustainable development approach is essential to balance economic growth with environmental preservation, ensuring the long-term sustainability of the region's natural attractions.

h. Sustainable Innovation in the Sea Toll Policy to Minimize Price Disparities in Indonesia (Wijaya, 2025)

Since its launch in 2015, the Sea Toll Program has had a significant impact on reducing price disparities between western and eastern Indonesia, with basic commodity prices in the eastern regions declining by up to 30%. Nevertheless, to achieve a more equitable price distribution, further improvements are required in several key areas, including local distribution efficiency, the strengthening of regional logistics ecosystems, increased backhaul cargo capacity, and more balanced port infrastructure development across the archipelago. These measures are essential to effectively eliminate persistent price gaps between regions.

The Sea Toll Policy has also demonstrated a substantial effect in reducing interregional price disparities from 2015 to 2024. Empirical data show that the coefficient of variation—used as an indicator of price disparity—declined from 14.2 points in 2015 to 10.25 points in

2024, representing a reduction of approximately 28%. Additionally, the average price of essential goods in eastern Indonesia, particularly in the 3TP regions (underdeveloped, frontier, outermost, and border areas), decreased by around 30%, while in western Indonesia, prices fell by approximately 15–20%. These findings indicate that the Sea Toll Program has played a crucial role in enhancing economic connectivity and reducing regional inequalities across Indonesia.

i. Optimization of Sea Toll Cargo Fulfillment in Supporting Government Programs by PT Meratus Line Surabaya Branch (Zaid, 2025)

This study highlights several key findings that can be elaborated as follows:

1) According to the Ministry of Transportation's regulations, the Sea Toll cargo allocation for PT. Meratus Line consists of 55 dry containers and 5 reefer containers. However, in practice, this allocation has not been fully utilized, resulting in certain inefficiencies during loading and unloading activities at the port.
2) The potential consequences of failing to meet the Sea Toll cargo targets include:
    a) An increase in port operation costs, particularly related to Terminal Handling Charges (THC).
    b) The risk of blank sailing or insufficient cargo, which may reduce the operational efficiency of vessels.
    c) Unpreparedness of Sea Toll or regular cargo, which could negatively affect other companies and cause misalignment with previously scheduled berthing times.
3) The strategies implemented by PT. Meratus Line, Surabaya Branch, in managing Sea Toll cargo operations include:
    a) Providing fast and accurate Sea Toll services to ensure customer satisfaction.
    b) Maintaining close coordination between PT. Meratus Line Surabaya Branch and PT. Pelni regarding Sea Toll cargo arrangements.
    c) Ensuring effective communication with all stakeholders, particularly customers, to support smooth operational activities.

CONCLUSIONS

The Sea Toll strategic program is expected to mitigate disparities and inequalities between Java Island and regions outside Java in terms of food availability and price disparity. However, several challenges remain that must be addressed to enhance the program's effectiveness, including:

a. The frequency of Sea Toll voyages is lower than that of private shipping

services, necessitating an evaluation of the efficiency of existing routes as well as the suitability of destination ports included in the Sea Toll network;

b. The cargo volume on return voyages is significantly smaller compared to that on outbound voyages;
c. The lack of synergy among ministries and between central and regional governments has reduced the overall effectiveness of the Sea Toll program;
d. The port-to-port system adopted by the Sea Toll, which focuses solely on transporting goods between major ports, has yet to optimally benefit inland and remote communities that continue to experience price disparities.

To address these challenges, several strategies can be implemented, including:

a. Enhancing logistics connectivity not only in port-based regions but also in areas categorized as 3TP (disadvantaged, frontier, outermost, and border regions);
b. Implementing an integrated Hub and Spoke logistics distribution system;
c. Strengthening synergy and effective communication among operators and relevant stakeholders (Autoregressive Distributed Lag) untuk membedakan antara elastisitas jangka pendek dan jangka panjang.

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