

Optimizing Information Media Management in the Digital Era for National Resilience

Optimizing
Information Media
Management

Gatot Repli Handoko
Sekolah Tinggi Ilmu Kepolisian; Jakarta, Indonesia
E-Mail: repli.handoko17@gmail.com

Swastiningsih
Universitas Nasional; Jakarta, Indonesia
E-Mail: nengcelebs@gmail.com

Heru Yulianto
Divisi Humas Polri; Jakarta, Indonesia
E-Mail: heru.yl2011@gmail.com

5429

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ABSTRACT

The rapid growth of digital media has transformed information dissemination in Indonesia, but it also fuels the spread of hoaxes, hate speech, and divisive content, threatening national resilience. This study aims to analyze how information media management can be optimized to strengthen national unity and security. Using a qualitative descriptive-analytical approach, the research examines government reports, academic studies, and news articles to explore challenges and strategies in managing digital media. The findings reveal that hoaxes and hate speech, particularly on social media, erode public trust and deepen social polarization, with significant cases during the coronavirus disease pandemic. Government efforts, including cyber patrols and public education, are hindered by weak coordination among institutions and low media literacy among citizens. Digital infrastructure, such as media centers and online reporting platforms, shows potential but faces limitations due to budget constraints and lack of expertise. Strengthening media management requires improved institutional coordination, enhanced digital tools, and widespread media literacy programs. This study concludes that a comprehensive approach combining technology, regulation, and public engagement is essential to counter disinformation and foster a resilient society capable of maintaining national values and unity in the digital era.

Keywords: Cross-Sectoral Coordination, Digital Era, Hate Speech, Hoaxes, Information Media Management, Media Literacy, National Resilience.

ABSTRAK

Pertumbuhan media digital yang pesat telah mengubah penyebaran informasi di Indonesia, tetapi juga memicu penyebaran berita bohong, ujaran kebencian, dan konten yang memecah belah, yang mengancam ketahanan nasional. Studi ini bertujuan untuk menganalisis bagaimana manajemen media informasi dapat dioptimalkan untuk memperkuat persatuan dan keamanan nasional. Dengan menggunakan pendekatan deskriptif-analitis kualitatif, penelitian ini mengkaji laporan pemerintah, studi akademis, dan artikel berita untuk mengeksplorasi tantangan dan strategi dalam mengelola media digital. Temuan penelitian ini mengungkapkan bahwa berita bohong dan ujaran kebencian, terutama di media sosial, mengikis kepercayaan publik dan memperdalam polarisasi sosial, dengan kasus-kasus yang signifikan selama pandemi penyakit virus korona. Upaya pemerintah, termasuk patroli siber dan edukasi publik, terhambat oleh koordinasi yang lemah antar lembaga dan rendahnya literasi media di kalangan warga negara. Infrastruktur digital, seperti pusat media dan platform pelaporan daring, menunjukkan potensi tetapi menghadapi keterbatasan karena keterbatasan anggaran dan kurangnya keahlian. Memperkuat manajemen media memerlukan koordinasi kelembagaan yang lebih baik, perangkat digital yang lebih baik, dan program literasi media yang meluas. Studi ini menyimpulkan bahwa pendekatan komprehensif yang menggabungkan teknologi, regulasi, dan keterlibatan publik sangat penting

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untuk melawan disinformasi dan menumbuhkan masyarakat tangguh yang mampu menjaga nilai-nilai nasional dan persatuan di era digital.

Kata Kunci: *Koordinasi Lintas Sektor, Era Digital, Ujaran Kebencian, Hoaks, Manajemen Media Informasi, Literasi Media, Ketahanan Nasional.*

INTRODUCTION

Since the reform era after 1998, the mass media in Indonesia have transformed into a vital element of the country's democratic process. It serves not only as a channel for delivering information but also as a key pillar of democracy, standing alongside the executive, legislative, and judicial branches (Nasution & Dianto, 2023). Supported by civil society, mass media has grown influential, often shaping major policies and decisions made by these state institutions. This strategic role positions mass media as the fourth pillar of democracy, reflecting the voice and supremacy of the Indonesian people.

The rapid advancement of Information and Communication Technology (ICT) has made mass media an inseparable part of daily life, accompanying society through various platforms like print, electronic, radio, and online media (Bassar, 2015). These platforms play a crucial role in areas such as education, health, socio-cultural affairs, and politics. The rise of Generation Y (millennials) and Generation Z, who are highly skilled in using digital devices, has accelerated the growth of online media, particularly social media, expanding its reach and impact across multiple sectors (Boc, 2019). This digital transformation has enabled faster information sharing but also introduced new challenges that need urgent attention.

However, alongside its benefits, mass media, especially online-based platforms, faces significant threats. Social media has become a breeding ground for cybercrimes, including the spread of fake news or hoaxes, hate speech, and negative content related to ethnicity, religion, race, and intergroup relations (*Suku, Agama, Ras, dan Antar Golongan/SARA*), radicalism, and intolerance (CNN Indonesia, 2020). In Indonesia's diverse society, such content poses a serious risk to national security and unity, as evidenced by the Ministry of Communication and Informatics identifying approximately 800,000 websites spreading hoax information (Fotokita, 2020). These threats require robust responses from government institutions to ensure public safety and social harmony.

Several ministries and institutions, such as the Ministry of Communication and Informatics (*Kementerian Komunikasi dan Informasi/Kemkominfo*), the National Cyber and Crypto Agency (*Badan Siber dan Sandi Negara/BSSN*), the State Intelligence Agency (*Badan Intelijen Negara/BIN*), and the Indonesian National Police (Polri), hold authority to address these issues through prevention, public awareness, education, and law enforcement. Kemkominfo plays a key role in setting security standards and managing negative content online, while BSSN focuses on cybersecurity management. BIN counters harmful narratives through public education, and Polri enforces laws against cybercrimes. Despite these efforts, coordination among these institutions remains limited, leading to gaps in effectively managing harmful content (Widodo, 2023).

The research gap lies in the lack of integrated strategies to optimize information media management in addressing hoaxes, hate speech, and negative content. According to Adila et al. (2017), while media literacy initiatives exist, they are often fragmented and fail to address the rapid spread of disinformation in Indonesia's diverse digital landscape. Additionally, existing studies have not fully explored how cross-sectoral synergy and digital infrastructure can be leveraged to strengthen national resilience against these threats (Widodo, 2023). This gap highlights the need for a comprehensive approach that combines regulatory, technological, and societal efforts to enhance media management.

Effective information media management is critical for maintaining national resilience, defined as the nation's ability to withstand internal and external threats to its identity, integrity, and goals (Lemhanas, 2020). Poor management can erode public trust, deepen social polarization, and weaken national values, as seen during the COVID-19

pandemic when misinformation spread rapidly (Fotokita, 2020; Suara, 2020b). By improving media literacy and institutional coordination, this study seeks to support a resilient society capable of distinguishing between accurate and harmful content, ultimately fostering national unity.

This study aims to analyze the optimization of information media management in the digital era to strengthen national resilience in Indonesia. Specifically, it seeks to identify challenges in managing hoaks, hate speech, and SARA-related content, propose strategies for improving cross-sectoral coordination, and enhance media literacy to ensure credible information dissemination. By addressing these issues, the study contributes to policy recommendations for safeguarding national unity and security.

LITERATURE REVIEW

Theories and Concepts of Digital Media Management

According to Daft (2020), effective media management relies on five key elements, man, machine, money, method, and material, which provide a structured approach to tackling digital challenges. The “man” element emphasizes skilled personnel, such as journalists and content moderators, who are essential for producing credible information and countering hoaxes (Daft, 2020). The “machine” element includes digital tools like content management systems and monitoring platforms, which are critical for detecting harmful content on social media. Similarly, Arifin (2023) mass communication theory highlights the role of structured organizations, such as government agencies, in delivering information to diverse audiences. This study applies Arifin (2023) framework to analyze how institutions like the Indonesian National Police use platforms like patrolisiber.id to combat disinformation through public outreach. These theories together underscore the need for coordinated human and technological efforts to manage digital media effectively.

Media literacy theory further enriches this framework by emphasizing public empowerment. Wardle and Derakhshan (2017) argue that media literacy equips citizens to critically evaluate online content, reducing the impact of hoaxes and hate speech. In Indonesia, where diverse cultural contexts amplify disinformation risks, this theory suggests that education campaigns are vital for building resilience, as supported by Daft’s (2020) focus on human capacity. The integration of management and communication theories provides a comprehensive lens for analyzing media management, highlighting the interplay of technology, human skills, and public education. This approach guides the study in identifying strategies to optimize information dissemination and counter digital threats, supporting national resilience in a rapidly evolving media landscape.

National Resilience and Security

According to Teguh (2021), Indonesia’s legal framework for media management balances press freedom with public security, a critical foundation for addressing digital-era challenges like hoaxes and hate speech. The Law of the Republic of Indonesia No. 40/1999 on the Press establishes the media as a pillar of democracy, guaranteeing freedom from censorship while promoting public education and national values (Teguh, 2021). This law emphasizes the media’s role in fostering transparency and accountability, but its pre-digital design struggles to address modern issues like rapid online disinformation. Law Number 14 of 2008 on Public Information Disclosure ensures public access to accurate governance data, supporting national resilience by empowering citizens with reliable information.

However, as Icj (2020) notes, Law Number 19 of 2016 on electronic information and transactions (*Informasi dan Transaksi Elektronik/ITE*) overlaps with the Indonesian penal code (*Kitab Undang Undang Hukum Pidana/KUHP*), creating legal ambiguity, as shown in Table 1, which details duplications in defamation and hate speech regulations. This overlap risks criminalizing journalists and complicates enforcement, undermining effective media management.

Table 1. Duplication of Regulations between the ITE Law and the Criminal Code

No	UU ITE	KUHP
1	Article 27 paragraph (1)	CHAPTER XIV Crimes Against Morality Article 281-Article 283
2	Article 27 paragraph (2)	CHAPTER XIV Crimes Against Morality Article 303 – Article 303 bis
3	Article 27 paragraph (3)	CHAPTER XVI Insult Articles 310 and 311 of the Criminal Code
4	Article 28 paragraph (1)	Consumer Protection Law Articles 8–11 and 17 in conjunction with Article 62 of the Consumer Protection Law
5	Article 28 paragraph (2)	CHAPTER V Crimes Against Public Order Articles 156 – 157 of the Criminal Code
6	Article 29 paragraph (1)	CHAPTER XXIII Extortion and Threats Article 368 – 369 of the Criminal Code Article 335 of the Criminal Code

The legal framework also includes Law Number 2 of 2002 on the Indonesian National Police, which authorizes Polri to combat cybercrimes, including hoaxes and hate speech, through domestic and international cooperation (Aptika, 2020). These laws collectively aim to regulate digital content and protect national security, but their implementation faces challenges due to outdated provisions and a lack of clarity. For instance, the ITE Law's broad definitions of illegal content often lead to inconsistent enforcement, as highlighted in Table 1, requiring revisions to align with digital-era needs (Icjr, 2020). Strengthening this framework demands updated regulations that address emerging threats like deepfakes while safeguarding press freedom, ensuring media management supports national unity and public trust.

According to Frigione and Pezzagno (2023), a Strategic Environmental Assessment (SEA) integrates social, economic, and environmental factors to address digital media challenges holistically, offering a framework for understanding global and local influences. Globally, the rise of information and communication technology has amplified cybercrimes, such as hoaxes and hate speech, recognized as transnational threats under the United Nations Convention against Transnational Organized Crime (Assembly, 2025). The “post-truth” era, where misinformation overshadows facts, complicates media management by fueling public distrust (Pikiran Rakyat, 2020). Regionally, ASEAN's collaboration with the EU emphasizes collective action against fake news, highlighting the need for shared strategies (ASEAN, 2022).

Nationally, Indonesia's unique challenges, including its vast archipelago and multicultural society, increase vulnerability to disinformation, as outlined in the Astagatra framework, which emphasizes ideology, politics, and socio-cultural resilience (Teguh, 2021). The national cyber and crypto agency plays a pivotal role in developing cybersecurity strategies to counter these threats.

Digital Communication Challenges and Mitigation

This study draws on Setiawan's (2024) insights to highlight how Indonesia's demographic diversity requires tailored media management approaches to prevent radical narratives. The interplay of global, regional, and national factors underscores the need for integrated policies that address technological advancements and societal vulnerabilities. Effective media management must adapt to these environmental influences to strengthen national resilience and maintain public trust in the digital era.

According to Adila et al. (2019), media literacy is crucial for empowering Indonesians to navigate the complex digital landscape and counter disinformation effectively. The proliferation of social media has accelerated the spread of hoaxes, hate speech, and content related to ethnicity, religion, race, and intergroup relations, which undermine national unity. Low media literacy among citizens makes it difficult to distinguish credible information from harmful narratives, amplifying social polarization. Wardle and Derakhshan (2017) emphasize that disinformation thrives in environments with limited critical thinking skills, necessitating robust public education initiatives to build resilience. Government efforts, such as campaigns by the Ministry of Communication and

Informatics, aim to raise awareness, but their reach remains limited, particularly in rural areas.

The global nature of disinformation, as seen in false narratives during crises, further complicates media management (Tandoc, 2019). Castells (2015) argues that digital networks amplify both positive and negative narratives, making it critical to promote credible content through strategic communication. This study builds on Adila et al. (2019) framework to advocate for nationwide media literacy programs that address Indonesia's diverse cultural contexts. By equipping citizens with critical evaluation skills, these programs can reduce the impact of divisive content and support national resilience. Strengthening media literacy requires collaboration between government, media organizations, and communities to create a unified approach to managing information in the digital era.

RESEARCH METHODS

This study employs a qualitative descriptive-analytical method to explore the optimization of information media management in Indonesia's digital era, focusing on its role in strengthening national resilience. The approach involves a systematic analysis of written texts from both primary and secondary sources, including government reports, academic journals, and news articles. Primary data were gathered from official documents, such as regulations from Kemkominfo and BSSN, to understand institutional roles and policies (BSSN, 2020). Secondary data were sourced from scholarly articles and credible online publications to provide context on hoaxes, hate speech, and media literacy. Operationally, this study adopts a documentary research design, which emphasizes the examination and interpretation of documents as the main data source. This method allows for a comprehensive examination of the challenges and strategies in managing digital media from a national interest perspective, emphasizing welfare and security.

The data collection process involved a purposive selection of sources relevant to digital media management, cybercrime, and national resilience. Documents were chosen based on their credibility, recency, and alignment with the study's objectives, such as reports from Kemkominfo on hoax dissemination and studies on media literacy. The data collection followed several operational steps: (1) identifying relevant documents from official institutions and academic databases; (2) applying inclusion criteria based on publication year, topic relevance, and credibility; (3) verifying the authenticity and reliability of each document; and (4) extracting key information by noting concepts, regulatory provisions, and thematic findings. A thematic analysis was applied to identify key patterns, such as the impact of hoaxes on social cohesion and the role of cross-sectoral coordination. The analysis drew on a multidisciplinary framework, integrating management theory and mass communication theory to evaluate how institutions address digital threats (Daft, 2020). The thematic analysis consisted of initial coding, categorization of data into clusters such as regulation, media literacy, and digital security, and the development of overarching themes linked to the theoretical framework. This analytical framework ensured that findings were interpreted through the interconnected dimensions of technology, public policy, and societal factors.

Despite its strengths, this study has limitations that must be acknowledged. The reliance on secondary data may limit the depth of insights into real-time dynamics, as primary fieldwork was not conducted due to time and resource constraints. Additionally, the study focuses primarily on Indonesia, which may restrict its generalizability to other contexts (Widodo, 2023). However, these limitations are mitigated by the use of diverse, credible sources and a robust theoretical framework. Credibility was reinforced through source triangulation, cross-checking consistency across documents, and maintaining a systematic audit trail during the analytical process. By combining qualitative analysis with a focus on national resilience, this study provides a foundation for policy recommendations to enhance media management and counter disinformation effectively.

RESULTS

Spread of Hoaxes and Hate Speech

This section presents the findings on optimizing information media management in Indonesia's digital era, focusing on its role in countering hoaxes, hate speech, and negative content to strengthen national resilience. The analysis draws on qualitative data from government reports, academic studies, and media sources, highlighting the challenges of disinformation, institutional responses, digital infrastructure, and cross-sectoral coordination. This study reveals persistent gaps in media management, including weak coordination and limited public literacy, which undermine efforts to maintain social cohesion and national security (Boc, 2019; Fotokita, 2020; Tirto, 2020; Jmc, 2020). The findings are organized into three key areas: the spread of hoaxes and hate speech, digital infrastructure for media management, and challenges in cross-sectoral synergy.

The rapid growth of digital media has intensified the spread of hoaxes and hate speech, threatening Indonesia's social harmony and national resilience. From August 2018 to May 2019, the Kemkominfo identified 2.127 hoax cases on social media, with peaks during the 2019 presidential election, primarily related to politics (746 cases), government (267 cases), health (233 cases), and defamation (177 cases) (Fotokita, 2020). These findings highlight the scale of disinformation, with social media platforms like Facebook, Twitter, and Instagram serving as primary channels, accounting for 92.4% of hoax distribution. This widespread dissemination has eroded public trust, deepened social polarization, and weakened national values, particularly during crises like the 2017 Jakarta gubernatorial election, where identity politics fueled divisive narratives (Kominfo, 2020b). The rise of hoaxes during the COVID-19 pandemic further exacerbated these issues, with 554 hoax cases recorded between March and April 2020 across 1.209 digital platforms, including YouTube and WhatsApp (Detik, 2020c). These hoaxes often exploited public fears, such as false claims about vaccines causing autism, which required official debunking by the Ministry of Health (Turnbackhoax, 2020).

The impact of hoaxes and hate speech extends beyond misinformation, fostering social disharmony and undermining national resilience. Indonesia has experienced high internet penetration, with 150 million users and 355.5 million mobile devices in 2019, creating a fertile ground for rapid disinformation spread (Boc, 2019). According to Hatta (2020), Kuntarto et al. (2021), and Prathama et al. (2022), 91.8% of hoaxes received by the public were related to social and political issues, 88.6% involved SARA (ethnicity, religion, race, and intergroup relations), and 41.2% concerned health. This distribution reflects the diverse nature of disinformation, which exploits Indonesia's multicultural society to incite division. The reliance on social media as a primary channel underscores the need for targeted interventions to monitor and filter harmful content. Despite efforts like Kominfo's cyber patrols, the persistence of these issues indicates that current strategies are insufficient, as they fail to address the speed and scale of digital dissemination (Kominfo, 2020b). This gap highlights the urgency of improving media literacy and institutional responsiveness to prevent further erosion of public trust.

The findings also reveal specific examples of harmful disinformation. For instance, financial fraud hoaxes, such as fictitious auctions claiming to represent the Directorate General of State Assets (*Direktorat Jenderal Kekayaan Negara/DJKN*), misled the public with promises of low prices, causing economic harm (CNN Indonesia, 2020). Similarly, false claims about Genetically Modified Organism (GMO) tempeh being harmful prompted the Indonesian Food and Drug Authority (*Badan Pengawas Obat dan Makanan/BPOM*) to launch public education campaigns (Pom, 2020). The variety of hoax themes and their impact on public behavior, necessitating stronger counter-narratives and verification mechanisms. The lack of effective media management has allowed such content to proliferate, weakening the nation's ability to maintain ideological and socio-cultural stability, critical components of national resilience (Jalal et al., 2025; Wibisono et al., 2025).

Digital Infrastructure for Media Management

Effective media management in the digital era requires robust infrastructure to support rapid detection and response to disinformation. Kemkominfo has established 171 media centers across Indonesia to enhance its role as Government Public Relations (GPR), facilitating the dissemination of accurate information (Kominfo, 2020a). The utilization of internet-based public services, with 16.17% of users accessing laws and regulations, 12.51% seeking administrative information, and 11.78% registering for IDs or passports (Jmc, 2020). These digital platforms demonstrate the government's efforts to integrate technology into public communication, but gaps remain in their effectiveness. For example, Kemkominfo's e-government application, Information Integration Management and Data Exchange (*Manajemen Integrasi Informasi dan Pertukaran Data/MANTRA*), enables data exchange across agencies, serving as a Government Service Bus (GSB) and Web-API (Kominfo, 2020a). However, limited technical expertise and inconsistent maintenance hinder its full potential, reflecting challenges in the "machine" element of management theory (Daft, 2020).

The Indonesian National Police (*Kepolisian Republik Indonesia/Polri*) also contributes through its Cyber Crime Directorate, which operates patrolisiber.id, a platform for real-time cybercrime reporting and prevention tips. That public complaints via patrolisiber.id primarily involve fraud, followed by defamation, threats, extortion, and hoaxes, while Instagram (500 reports), WhatsApp (450 reports), and Facebook (196 reports) as the most reported platforms (Hukumonline, 2020). The prevalence of cybercrimes on social media, underscoring the need for advanced digital tools to track and mitigate harmful content. Polri's public outreach programs, such as *Hallo Polisi* and *Wanted*, further educate citizens about security issues, aligning with mass communication theory's emphasis on structured communication (Arifin, 2023). Yet, the platform's effectiveness is limited by low public awareness and inadequate human resources trained in digital forensics (Hukumonline, 2020).

Budget constraints pose another challenge to digital infrastructure development. Indonesia's reliance on imported digital equipment, costing IDR 67 trillion annually, strains resources and contributes to the trade deficit (Detik, 2020b). The high volume of cybercrime reports, the urgency of investing in domestic technology to reduce costs and improve infrastructure. According to management theory, the "money" and "machine" elements are critical for success, yet many institutions lack proper budgeting and inventory processes for digital tools (Daft, 2020). The dominance of social media platforms in cybercrime reports necessitates stronger collaboration with platforms like Instagram and WhatsApp to filter harmful content. Addressing these gaps requires short-, medium-, and long-term planning for equipment procurement and maintenance, supported by skilled human resources to optimize digital media management (Guess et al., 2019).

Challenges in Cross-Sectoral Synergy

Cross-sectoral synergy is essential for effective media management, but coordination gaps among government institutions hinder progress. During the COVID-19 pandemic, discrepancies in data reporting between the central government and Jakarta's regional administration caused public confusion. For instance, Jakarta reported 283 COVID-19 deaths based on burial data, while the central government recorded only 122, fueling accusations of non-transparency (Suara, 2020a). This misalignment, coupled with inconsistent policies on public transportation restrictions, as noted by Detik (2020a), highlights the lack of unified direction. These inconsistencies eroded public trust and amplified misinformation on social media, weakening national resilience. Effective synergy requires regular coordination, clear role division, and a shared vision among institutions like Kemkominfo, Polri, and BSSN.

Kemkominfo leads efforts to counter hoaxes by establishing panels to handle negative content and implementing a national Domain Name System (DNS) to reduce illegal content (Kominfo, 2020a). Polri supports this through preventive measures, such as

digital literacy campaigns and cyber patrols via patrolisiber.id, while BSSN strengthens cybersecurity with initiatives like the National Cyber Security Coordination Center (BSSN, 2020). However, that public complaints about cybercrimes remain high, indicating that current efforts are not fully effective. The lack of proactive collaboration with social media platforms further limits the ability to filter harmful content quickly. For example, warning letters to platforms like Facebook have proven insufficient, as they do not address the rapid spread of hoaxes (Kominfo, 2020b). This gap underscores the need for stronger regulatory enforcement and partnerships with digital platforms to align with Indonesian laws.

The absence of a unified vision among institutions also hampers media management. During the COVID-19 crisis, regional leaders criticized the central government's slow communication, forcing local governments to take independent actions (Nasional, 2020). The diverse priorities in digital public services, which complicates coordinated responses (Jmc, 2020). According to Ikhsano et al. (2023), effective synergy requires institutions to set aside sectoral egos and align their strategies to counter disinformation. The high volume of hoaxes, without integrated efforts, harmful content will continue to undermine national unity (Fotokita, 2020). Strengthening cross-sectoral coordination through regular forums, shared protocols, and visible leadership during crises is critical to improving media management and supporting national resilience (Polri, 2024).

DISCUSSION

The findings highlight the pervasive challenge of hoaxes and hate speech in Indonesia's digital landscape, which undermines national resilience by fostering social division and eroding public trust. According to Adila (2019), low media literacy exacerbates the spread of disinformation, as many Indonesians struggle to distinguish credible information from hoaxes, particularly on social media platforms like Facebook and WhatsApp. This aligns with global trends, where misinformation spreads faster than accurate information due to its emotional appeal (Lewandowsky et al., 2017; Gupta et al., 2022). The high volume of hoaxes during the COVID-19 pandemic, with 554 cases reported, underscores the urgency of addressing this issue. The reliance on social media, with 150 million internet users in 2019, creates a fertile ground for disinformation, especially in a diverse society like Indonesia (Boc, 2019; Detik, 2020b). The findings suggest that while institutions like Kemkominfo and Polri have implemented measures such as cyber patrols and public education, these efforts are insufficient without widespread media literacy programs to empower citizens.

The role of digital infrastructure in media management reveals both strengths and weaknesses. Kemkominfo's e-government platforms, such as MANTRA, and Polri's patrolisiber.id demonstrate efforts to leverage technology for public communication and cybercrime prevention (Kominfo, 2020a; Hukumonline, 2020). However, the high number of public complaints about fraud and defamation indicates that current infrastructure struggles to keep pace with the volume of cybercrimes (Hukumonline, 2020). Rodiah et al. (2018) argue that effective information dissemination requires accessible and user-friendly platforms, yet limited technical expertise and budget constraints hinder progress. The varied use of digital public services, suggesting a need for more targeted infrastructure investments. Compared to Arifin (2023) mass communication theory, which emphasizes structured communication, Indonesia's digital infrastructure lacks the coherence needed to counter disinformation effectively. These findings indicate that strengthening technological capacity and training human resources are critical to improving media management.

Cross-sectoral synergy remains a significant challenge, as evidenced by inconsistent data reporting during the COVID-19 crisis, which fueled public distrust (Suara, 2020a). Ikhsano et al. (2023) emphasizes that effective collaboration requires institutions to align their goals and overcome sectoral egos, yet the findings show limited coordination among Kemkominfo, Polri, and BSSN. The high volume of cybercrime reports, suggests that fragmented efforts fail to address the root causes of disinformation (Hukumonline, 2020).

This gap reflects broader challenges in Indonesia's cybersecurity governance, where overlapping roles hinder efficiency (Roghust, 2024; Melati, 2025). Compared to ASEAN's collaborative framework for combating fake news, Indonesia's approach lacks a unified strategy (ASEAN, 2022). The findings highlight the need for regular coordination forums and clear protocols to ensure institutions work together seamlessly, supporting national resilience by reducing the impact of harmful content.

The implications of these findings are significant for both policy and practice. For policymakers, revising the ITE Law to address regulatory overlaps, could streamline enforcement and protect press freedom (Icjr, 2020). Investing in domestic digital infrastructure would reduce reliance on costly imports and enhance responsiveness to cyber threats (Hukumonline, 2020). For practitioners, implementing nationwide media literacy programs, as advocated by Adila (2019), would empower citizens to critically evaluate information, reducing the spread of hoaxes. Theoretically, these findings extend Arifin's (2023) framework by highlighting the need for adaptive communication strategies in digital contexts.

CONCLUSION

Effective management of information media in the digital era is crucial for strengthening Indonesia's national resilience against threats like hoaxes, hate speech, and negative content related to ethnicity, religion, race, and intergroup relations. The findings show that the rapid spread of disinformation on social media platforms undermines public trust and social cohesion, posing risks to national unity. Government institutions, such as the Ministry of Communication and Informatics, the National Police, and the National Cyber and Crypto Agency, have implemented measures like cyber patrols and public education campaigns, but these efforts are often limited by weak coordination and low public media literacy. Addressing these challenges requires a comprehensive approach that combines technology, regulation, and societal engagement to ensure credible information reaches the public. By optimizing media management, Indonesia can foster a resilient society capable of resisting divisive narratives and maintaining national values.

This study has significant implications for policy and practice, including the need for revised regulations to streamline enforcement, enhanced digital infrastructure to detect harmful content, and widespread media literacy programs to empower citizens. However, the study's reliance on secondary data limits its ability to capture real-time dynamics, and its focus on Indonesia may not fully apply to other contexts. Future research should explore quantitative approaches to measure the impact of media literacy programs and test models for cross-sectoral collaboration to improve coordination. These efforts would provide deeper insights into building a robust framework for media management that supports national resilience in the digital age.

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