International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

DIGITAL PLATFORM RESPONSIBILITY AND QUALITY JOURNALISM: A POLICY IMPLEMENTATION MODEL FOR A SUSTAINABLE MEDIA ECOSYSTEM

Totok Suryanto
Doctoral Program in Public Administration,
Faculty of Social and Political Sciences, Universitas
Muhammadiyah Jakarta, Kiai Haji Ahmad Dahlan Street,
Cireundeu, Ciputat, East Ciputat, Tangerang, Banten 15419, Indonesia.
Email: totok.suryanto@umj.ac.id

Andriansyah, Andriansyah,
Doctoral Program in Public Administration,
Faculty of Social and Political Sciences, Universitas
Muhammadiyah Jakarta, Kiai Haji Ahmad Dahlan Street,
Cireundeu, Ciputat, East Ciputat, Tangerang, Banten 15419, Indonesia.
Doi: https://orcid.org/0000-0002-1146-4826

Tria Patrianti
Faculty of Social and Political Sciences,
Universitas Muhammadiyah Jakarta, Jalan K.H. Ahmad
Dahlan, Cireundeu, East Ciputat District, Ciputat, Tangerang, Banten 15419, Indonesia.
Doi: https://orcid.org/ 0000-0002-1897-233X

Abstracts: This study aims to examine the implementation of digital platform companies' responsibilities in supporting quality journalism and to formulate a governance model capable of strengthening the sustainability of Indonesia's digital media ecosystem. A qualitative approach was employed using a case study design. The analysis was guided by the Van Meter and Van Horn policy implementation framework, encompassing policy standards and objectives, resources, interorganizational communication, implementing-agency characteristics, the socio-economic and political environment, and implementer disposition. The study was conducted in Jakarta, Bandung, Yogyakarta, and Surabaya, involving 32 informants, with eight participants recruited from each research site. The informants represented government institutions, the Press Council or press organizations, digital platforms, media companies, academics, professional organizations, and relevant communities. The findings indicate that the implementation of Presidential Regulation No. 32 of 2024 remains suboptimal. Key challenges include gaps between regulatory provisions and operational mechanisms, limited institutional oversight capacity, unequal resource distribution, and insufficient coordination among stakeholders. The study recommends strengthening implementation indicators, institutional capacity, multi-stakeholder collaboration, transparency, and accountability through the Collaborative Digital Platform Responsibility Model. The study is limited to four research sites and stakeholder perspectives within the Indonesian policy context; therefore, further research should test the model across broader settings and longer observation periods.

Keywords: Digital Platforms: Governance, Responsibility, Quality Journalism.

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

INTRODUCTION

Digital transformation has fundamentally reshaped the structure of communication and the production, distribution, and consumption of news (Hardy, 2023). In Indonesia, this transformation has accelerated alongside the rapid expansion of social media use (Łasak & Wyciślak, 2025). According to the *Digital 2026* report, social media user identities in Indonesia increased from approximately 139 million in January 2024 to 143 million in January 2025 and reached approximately 180 million by October 2025 (Morozovaite, 2025). Although user identities cannot be interpreted as an exact representation of unique individuals, this growth illustrates the increasingly central role of social media in the communication infrastructure of Indonesian society (Zamith, 2023). Digital spaces have consequently become embedded in everyday social life while simultaneously providing new environments for producing, circulating, and consuming information (Doshi & Schmidt, 2024).

This transformation has also altered how citizens access news (Karrrouk & Navalpotro, 2024). Social media platforms are no longer used exclusively for interpersonal communication but have become important channels for accessing public information (Maharani & Kurniawan, 2024). The *Digital News Report 2025* indicates that approximately 57 percent of Indonesian respondents obtained news through social platforms such as WhatsApp, YouTube, Facebook, and Instagram, while approximately 34 percent used TikTok as a news source (Guo & Zhou, 2025). By 2026, the proportion of Indonesian audiences accessing news through social media had increased to approximately 64 percent, with WhatsApp reaching approximately 56 percent as a news source (W. Yang & Wu, 2025). These developments demonstrate that news consumption is increasingly embedded within platform-based environments rather than occurring primarily through channels directly controlled by news organizations (Gao & Luna-Reyes, 2025).

The growing dependence on digital platforms has generated fundamental challenges for media organizations because the circulation and visibility of news are increasingly shaped by algorithmic systems (Yuliansyah, 2024). Platform algorithms determine the prominence, ranking, and reach of content through various signals, including users' interaction histories, preferences, and content characteristics (Ren, 2024). Consequently, news organizations no longer exercise complete control over how their journalism reaches audiences (Luthfiyati & Hariyanto, 2025). At the same time, audiences have assumed a more active role by not only consuming information but also producing, commenting on, reproducing, and redistributing content (Drezner, 2025). Platforms, therefore, possess growing capacity to structure public attention and influence information flows (Wang, 2025). While this environment provides opportunities for media organizations to expand their audiences, it may also generate significant asymmetries in economic and informational power (Paik, 2023).

These developments can be understood through the concepts of *platformization*, *algorithmic governance*, *digital gatekeeping*, and *platform power* (Kim & Ahn, 2025). Platformization refers to the increasing dependence of journalistic activities on the

technological infrastructure and business models of platform companies (Wolff, 2025). Algorithmic governance highlights the role of computational systems in determining which information receives greater visibility and distribution (Jebril et al., 2022). Digital gatekeeping further demonstrates that the selection and prioritization of information are no longer determined exclusively by professional editors but are also embedded within technological systems (Farinho, 2024). The accumulation of these capacities constitutes platform power, namely the ability of platforms to influence information distribution, public attention, and the economic value generated by content (Sziegat, 2025). Digital platforms have consequently evolved beyond their traditional role as technological intermediaries and have become significant institutional actors within the governance of contemporary information ecosystems (Bastardo et al., 2024).

The problem becomes more complex when algorithmic incentives interact with the economic pressures confronting news organizations (Poltanee, 2025). Media companies are increasingly expected to produce content capable of attracting attention, visits, interaction, and engagement, whereas high-quality journalism requires verification, balance, depth, editorial independence, and a strong commitment to the public interest (Gupta & Mehta, 2024). The tension between these imperatives can encourage the use of clickbait, sensationalism, and production strategies oriented toward algorithmic performance rather than journalistic value (Kapur, 2023). At the same time, the rapid circulation of misinformation and disinformation presents additional risks to information integrity (Kim, 2025). Economic pressures, fragmented audiences, and dependence on recommendation systems may further constrain media organizations' ability to sustain investigative reporting, professional verification, and robust editorial oversight (Shark, 2025).

Against this background, the central problem addressed by this study concerns the growing imbalance between the power of digital platform companies to influence information distribution and society's need for accurate, independent, credible, and public-interest-oriented journalism (Blonder, 2023). The issue extends beyond technological change because it encompasses power relations between platforms and news organizations, the economic sustainability of the media industry, information integrity, press freedom, and the quality of the public sphere (Lee, 2025). The fundamental question is therefore how platform responsibility can be effectively institutionalized when technology companies possess substantial influence over the visibility and distribution of news, while news organizations remain professionally responsible for producing trustworthy information.

In Indonesia, this issue has acquired a strong regulatory foundation through Law No. 40 of 1999 on the Press and Presidential Regulation No. 32 of 2024 concerning the Responsibility of Digital Platform Companies to Support Quality Journalism (Wall, 2024). The Press Law establishes guarantees for press freedom and the rights of journalists to seek, obtain, and disseminate information (Schulte et al., 2025). Presidential Regulation No. 32 of 2024 subsequently provides a policy framework for strengthening platform responsibility, including fair treatment of news organizations, support for the visibility of journalistic

content, and algorithmic arrangements that contribute to quality journalism (Lopes, 2023). The regulation also establishes requirements concerning verified press companies and provides mechanisms for cooperation, including paid licensing, revenue-sharing arrangements, and the exchange of aggregated user data (Lege & Ibrahim, 2024).

Despite these regulatory developments, an important research gap remains concerning the practical operationalization of platform responsibility within the governance of the digital news ecosystem (Dorie, 2025). Existing policy provisions do not, by themselves, resolve questions concerning algorithmic transparency, fair distribution, information integrity, economic support for news organizations, access to relevant data, copyright protection, and the long-term sustainability of journalism (Lauerer & Beckert, 2024). A significant gap therefore exists between the normative expectations imposed on platforms and the practical governance mechanisms required to maintain journalistic quality while reducing the structural dependence of news organizations on platform infrastructures (Garcia et al., 2023). This issue is multidimensional, incorporating social, economic, cultural, and democratic considerations that cannot be adequately explained through a purely technological perspective (Klafkowska-Waśniowska, 2025).

The novelty of this study lies in developing an integrative perspective that connects four dimensions within a single governance framework: algorithmic power, journalistic quality, media sustainability, and the public interest. Rather than treating platforms simply as technological distributors, this study conceptualizes them as institutional actors capable of shaping the production, circulation, and economic value of information (Popiel, 2022). Accordingly, algorithmic transparency, fair treatment of news organizations, information integrity, access to aggregated data, compensation mechanisms, and copyright protection are examined as interconnected instruments of responsible platform governance (Garganas, 2024). This approach creates a conceptual bridge between communication studies, media research, digital technology, political economy, public regulation, and cultural analysis in understanding the sustainability of quality journalism.

Indonesia provides an especially relevant empirical context because of its large digital population and the increasing role of platforms as infrastructures for public communication and news distribution (Salawu & Adeyeye, 2025). The scale of internet and social media adoption strengthens the strategic importance of platform governance because changes in platform policies can directly affect how citizens encounter public information and how news organizations sustain their operations (Fabbri, 2025). Although similar platform–media relations are evident across Asia, ASEAN, Europe, and the Americas, differences in regulatory arrangements, media structures, communication cultures, and social conditions make context-specific research essential (Abdallah et al., 2024).

Based on these problems, gaps, and theoretical contributions, this study addresses three research questions. First, how does the algorithmic power of digital platform companies influence the distribution and quality of digital journalism in Indonesia? Second, how can the

responsibilities established under Presidential Regulation No. 32 of 2024 be operationalized to promote fair and transparent news distribution while supporting the sustainability of news organizations? Third, what governance model can balance the economic interests of platforms, the sustainability of news organizations, information quality, press freedom, and the public interest within Indonesia's digital ecosystem?

The study advances three propositions. First, greater algorithmic power in determining news visibility and distribution increases the need for algorithmic transparency and accountability to protect journalistic quality (Esteves, 2025). Second, fairer economic and distribution arrangements between platforms and news organizations increase the prospects for organizational sustainability and the continued provision of quality journalism (Kaur, 2023). Third, the more comprehensively governance integrates algorithmic transparency, information integrity, copyright protection, data access, equitable compensation, and correction mechanisms, the stronger the capacity of the digital ecosystem will be to safeguard journalistic quality and public interests (Orfanidou, 2025).

This study consequently positions digital transformation not merely as technological development but as a broader transformation of power structures, economic relations, cultural practices, and information governance (Rengganis & Subhan, 2024). The central challenge is no longer limited to ensuring citizens' access to information; it also concerns ensuring that information remains accurate, accountable, journalistically credible, and supportive of a sustainable press (Eom et al., 2025). Strengthening the responsibilities of digital platform companies should therefore be directed toward a governance framework that is transparent, equitable, accountable, adaptive, and oriented toward the public interest (Liu et al., 2025). Such an approach is essential to ensure that digital transformation strengthens rather than undermines the democratic and social functions of quality journalism (Bahmanteymouri, 2025).

METHODOLOGY

This study adopts a qualitative research approach with a case study design to investigate the implementation of policy concerning the responsibilities of digital platform companies within Indonesia's media and journalism ecosystem. A qualitative approach was considered appropriate because the phenomenon under investigation extends beyond the formal existence and substantive content of regulatory provisions. It also involves processes of interpretation, communication, negotiation, implementation, institutional interaction, and stakeholder responses. Digital platform responsibility represents a multidimensional policy issue situated at the intersection of government regulation, technological development, economic interests, information governance, media sustainability, and public interests. Understanding these interconnected dimensions requires an in-depth examination of the experiences, perceptions, institutional practices, and relationships among actors involved in policy implementation. The case study design was therefore employed to obtain a contextual

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

and comprehensive understanding of how the policy is interpreted, translated into practice, implemented, and supervised within the Indonesian institutional environment (Emes, 2025).

The analytical framework is based on the policy implementation model developed by Van Meter and Van Horn (L. Yang, 2024). This framework conceptualizes implementation as a dynamic process influenced by several interrelated variables rather than as a linear administrative procedure. Six dimensions were employed as analytical categories for examining the implementation of digital platform responsibility. The first dimension concerns policy standards and objectives, which are used to assess the clarity of policy goals, performance indicators, normative provisions, and intended outcomes, as well as the consistency with which these elements are translated into operational arrangements. The second dimension concerns resources, encompassing human resources, financial capacity, technological infrastructure, information, institutional authority, and other supporting facilities available to policy implementers. The third dimension focuses on interorganizational communication and enforcement activities, including institutional coordination, policy dissemination, consultation, monitoring, supervision, and enforcement mechanisms.

The fourth analytical dimension concerns the characteristics of implementing agencies. This dimension includes organizational structures, distribution of authority, bureaucratic procedures, technical capabilities, institutional culture, and the degree of autonomy or independence exercised by implementing actors. The fifth dimension relates to the broader social, economic, and political environment in which policy implementation occurs. Particular attention is given to changes in media business models, the expansion of the digital economy, industry interests, political dynamics, and societal expectations concerning information and journalism. The sixth dimension is implementer disposition, which refers to actors' understanding, acceptance, commitment, responsiveness, and willingness to implement the policy. The six dimensions were examined simultaneously because weaknesses in one area may influence the performance of other dimensions and consequently affect the overall effectiveness of policy implementation (Foxman et al., 2024).

The research sites were selected purposively by considering their strategic position, institutional functions, media characteristics, and direct relevance to the implementation of digital platform policy. The study was conducted in four major Indonesian cities: Jakarta, Bandung, Yogyakarta, and Surabaya. Jakarta was selected because it functions as the national centre of government, digital regulation, legislative activity, press governance, and major institutional organizations, including the Press Council, press organizations, and strategic offices or representatives of digital platform companies. The city therefore provides an important setting for examining the regulatory and institutional dimensions of platform responsibility.

Bandung was selected because it has developed a significant ecosystem involving digital media, information technology, start-up enterprises, higher education institutions, and creative communities. These characteristics make Bandung particularly relevant for understanding the interaction between technological innovation, digital media development, and policy implementation. Yogyakarta was included because of its distinctive media and digital journalism environment, supported by universities, press communities, professional organizations, and civil society groups actively engaged with digital literacy, media freedom, and information governance. Surabaya was selected as an important economic and media centre outside the national administrative core. Its expanding digital industry and local media ecosystem provide an opportunity to identify variations in policy implementation beyond Jakarta and to capture perspectives emerging from a different regional context.

The study involved 32 informants, with eight informants recruited from each research location. The informants were selected to represent diverse institutional perspectives relevant to digital platform responsibility. In Jakarta, participants included representatives of government or regulatory institutions, the Press Council or press organizations, digital platform companies, media organizations, and academics or digital policy experts. Bandung involved participants from digital media organizations, platform operators or digital ecosystem partners, universities, technology communities, and journalist professional organizations. In Yogyakarta, the informants represented local and digital media organizations, professional associations, academics, civil society communities, and stakeholders with knowledge of platform governance. In Surabaya, participants included media companies, digital newsrooms, press organizations, academics, digital communities, and relevant local government stakeholders. The number of informants was intended to provide analytical depth and diversity rather than simply maximize the quantity of participants. Additional informants could be considered when emerging evidence indicated that theoretical or informational saturation had not yet been achieved (Danaeefard, 2025).

Informants were recruited using purposive sampling followed by snowball sampling (Atbiqa, 2023). Purposive sampling was used to identify individuals possessing relevant knowledge, professional experience, institutional authority, or direct involvement in the implementation and governance of digital platform responsibility. Selection criteria included relevant professional experience, familiarity with media or digital platform regulation, involvement in policy implementation or oversight, and the capacity to provide substantive information concerning the research problem. Snowball sampling was subsequently used to identify additional participants through recommendations from previously interviewed informants when particular actors, institutional perspectives, or areas of expertise remained insufficiently represented. This combined strategy enabled the research to access strategically positioned actors who might not be readily identifiable through formal organizational structures.

Data were collected through in-depth interviews, observation, and documentary analysis (Bagnoli, 2023). The interviews employed a semi-structured format based on questions developed from the six dimensions of the Van Meter and Van Horn framework. This approach provided sufficient consistency across interviews while allowing participants to elaborate on their experiences, interpretations, perceptions, and observations of policy implementation. Observation was conducted to obtain contextual information concerning institutional settings, patterns of interaction, organizational processes, and practices associated with implementation. Documentary analysis involved relevant laws and regulations, government policy documents, institutional reports, Press Council materials, company documents, industry reports, news publications, and relevant academic literature. Documentary evidence served both as a complementary source and as a basis for comparing and validating information obtained through interviews and observation.

The credibility of the research findings was strengthened through source triangulation, methodological triangulation, and temporal triangulation (Kosherbayeva & Kylbayev, 2025). Source triangulation involved comparing information obtained from regulators, digital platform companies, press organizations, media companies, academics, and civil society actors. Methodological triangulation was achieved by examining the consistency between interview findings, observational evidence, and documentary materials. Temporal triangulation involved collecting and reviewing information at different points in time to assess the consistency and stability of emerging findings. Limited member checking was also undertaken by confirming selected interpretations with informants to reduce the possibility of misrepresenting the meaning of their statements. These procedures were intended to strengthen the credibility, dependability, and confirmability of the research findings.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification (Farrand, 2025). Analysis began concurrently with data collection rather than being postponed until the completion of fieldwork. During data condensation, interview transcripts, observational records, and documentary materials were selected, coded, categorized, and synthesized according to their relevance to the research objectives. The resulting information was subsequently organized through thematic matrices and narrative displays to identify relationships and patterns across analytical categories. The principal categories were derived from the six dimensions of the Van Meter and Van Horn framework, while additional categories were developed inductively when important empirical themes emerged outside the initial analytical structure.

Finally, a cross-case analysis was conducted by systematically comparing findings from Jakarta, Bandung, Yogyakarta, and Surabaya (Lo, 2024). This comparison was designed to identify similarities, differences, enabling conditions, implementation barriers, and contextual variations across the four research sites. Conclusions were developed progressively through processes of reduction, interpretation, verification, and reassessment of the available empirical evidence.

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

The final analysis was therefore intended not merely to describe the state of policy implementation but also to explain relationships among implementation variables, identify factors contributing to the gap between regulatory expectations and practical implementation, and determine areas requiring refinement within the digital platform responsibility policy framework. Through this methodological design, the study seeks to generate a context-sensitive and analytically grounded understanding of policy implementation and to provide an empirical foundation for developing a more collaborative, adaptive, transparent, and accountable governance model for Indonesia's digital media ecosystem.

RESULT AND DISCUSSION

Result: *Implementation of Digital Platform Responsibility Policies in Supporting Quality Journalism*

The findings were derived from in-depth interviews with 32 informants distributed proportionally across four research sites: Jakarta, Bandung, Yogyakarta, and Surabaya, with eight informants representing each location. The selection of these areas was intended to capture diverse perspectives on how digital platform responsibility policies are implemented to support the sustainability of quality journalism in Indonesia.

The informants consisted of stakeholders with relevant knowledge and practical experience within the digital media ecosystem. Their perspectives therefore extended beyond general perceptions of regulation and included experiences involving interactions among digital platform companies, press organizations, regulators, professional associations, and other relevant actors. The analysis indicates that policy implementation has not yet reached an optimal level. The main challenge lies in the gap between the normative objectives of the policy and the institutional capacity required to transform these objectives into operational mechanisms that are consistent, transparent, measurable, and accountable.

Regarding policy standards and objectives, Presidential Regulation No. 32 of 2024 provides an important regulatory foundation for strengthening digital platform responsibilities and promoting more balanced relationships with press organizations (Jelovac et al., 2021). However, several key concepts, including quality journalism, fair treatment, platform responsibility, and support for media sustainability, remain open to varying interpretations. The absence of clear and measurable indicators may therefore lead to differences in implementation. These findings confirm that regulatory adoption alone does not guarantee policy effectiveness. Meaningful implementation depends on clear standards that provide all stakeholders with a common basis for exercising their respective roles and responsibilities (Bücker et al., 2025).

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

TABLE 1. Key Findings and Implementation Gaps in Digital Platform Responsibility Policy for Supporting Quality Journalism

DIMENSION	KEY FINDINGS	IMPLEMENTATION IMPLICATIONS	MAIN MESSAGE
Research Participants	The study involved 32 informants from Jakarta, Bandung, Yogyakarta, and Surabaya, with eight informants from each location.	The geographical and stakeholder diversity provides broader perspectives on digital media governance in Indonesia.	Diverse perspectives strengthen the understanding of policy implementation across different contexts.
Policy Implementation	Policy implementation has not yet reached an optimal level. A gap remains between regulatory objectives and institutional capacity.	Stronger institutional mechanisms are required to translate policy principles into consistent, transparent, measurable, and accountable practices.	Capacity building is essential to ensure that policy objectives are effectively achieved.
Policy Standards and Objectives	Presidential Regulation No. 32 of 2024 provides a normative foundation for strengthening digital platform responsibility and improving relationships with press organizations.	The regulation needs to be supported by more operational standards and implementation guidelines.	Normative foundations must be complemented with operational clarity.
Conceptual Clarity	Key concepts—quality journalism, fair treatment, platform responsibility, and media sustainability—remain open to different interpretations.	Clear definitions and measurable indicators are necessary to establish a common understanding among stakeholders.	Conceptual clarity reduces interpretation gaps and supports uniform application of the policy.
Stakeholder Relations	Implementation involves digital platforms, press organizations, regulators, professional associations, and other stakeholders with different interests and capacities.	Effective governance requires stronger coordination, dialogue, and shared responsibility among stakeholders.	Collaboration among stakeholders is key to achieving balanced and sustainable outcomes.
Implementation Gap	The existence of regulation alone does not automatically ensure effective policy outcomes.	Policy effectiveness depends on institutional readiness and the ability to convert normative provisions into practical mechanisms.	Bridging the implementation gap is crucial for achieving real policy impact.
Accountability and Measurement	The absence of uniform indicators may create differences in how policy provisions are interpreted and applied.	Monitoring, evaluation, transparency, and accountability mechanisms should be strengthened.	Measurement and accountability ensure transparency and policy credibility.
Overall Finding	The policy has established an important regulatory foundation, but substantive implementation remains constrained by ambiguity and institutional limitations.	A clearer, measurable, and collaborative governance framework is needed to support sustainable quality journalism.	Stronger governance leads to sustainable quality journalism in the digital era.

Source: Compiled by the researcher based on fieldwork findings, 2026

Table 1 summarizes the main findings concerning the implementation of digital platform responsibility policies for supporting quality journalism. The results reveal persistent gaps between regulatory objectives and institutional capacity. Effective implementation requires clearer standards, measurable indicators, stronger stakeholder collaboration, and robust accountability mechanisms to ensure sustainable journalism and balanced digital platform governance.

Resources and Institutional Capacity

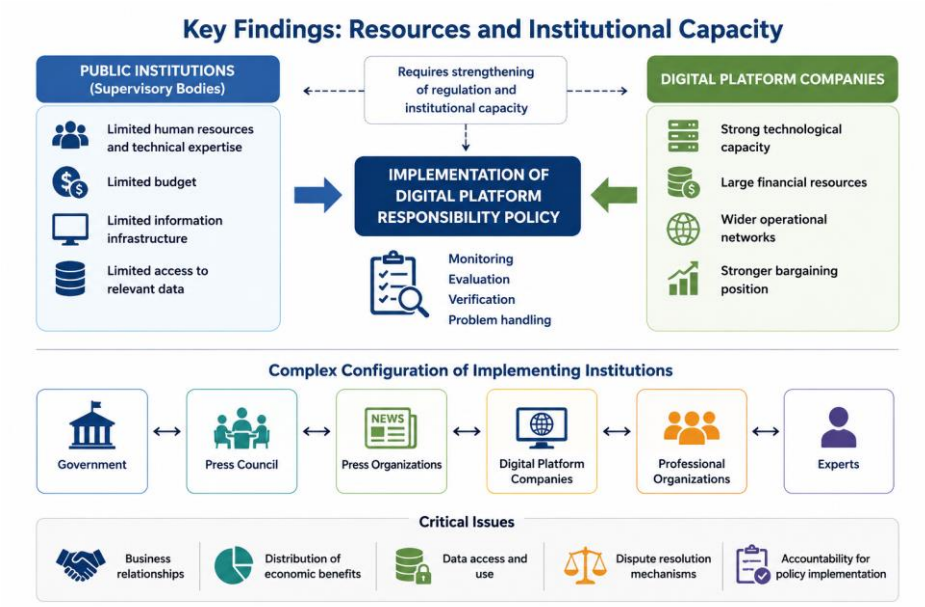
Regarding resources, the findings reveal a significant capacity imbalance between public institutions and digital platform companies. Effective policy implementation requires human resources with expertise in law, information technology, data analysis, the digital economy, and media governance. In addition, regulatory oversight depends on adequate funding, information infrastructure, and access to relevant and reliable data. Digital platform companies generally possess greater technological capabilities, financial resources, and operational networks than national institutions responsible for supervision. This disparity may influence the bargaining position of public authorities during the implementation process. Therefore, strengthening the regulatory framework should be accompanied by systematic institutional capacity building. The state should not only establish regulatory norms but also develop the technical and organizational capabilities required to monitor, evaluate, verify, and address implementation issues effectively.

Characteristics of Implementing Institutions

The findings also demonstrate that policy implementation involves a complex configuration of institutional actors, including government agencies, the Press Council, press organizations, digital platform companies, professional associations, and experts. These actors differ in authority, interests, resources, and institutional priorities. Such diversity can support collaborative governance, but it may also create fragmentation when roles and responsibilities are insufficiently defined (Pöyhtäri & Sirkkunen, 2023). Critical areas include business relationships, economic benefit distribution, data access and utilization, dispute

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

resolution mechanisms, and accountability for implementation failures. Clear institutional coordination is therefore essential to ensure consistent, transparent, and balanced policy implementation.



Source: Compiled by the researcher based on fieldwork findings, 2026

The figure highlights a significant capacity gap between public institutions and digital platform companies in implementing platform responsibility policies. Effective governance requires stronger technical expertise, adequate resources, and reliable data. It also emphasizes collaboration among key stakeholders, supported by clear roles, data access, dispute resolution, and accountability mechanisms.

Implementation Gaps, Hypothesis Validation, and the Novelty of the Digital Platform Governance Model

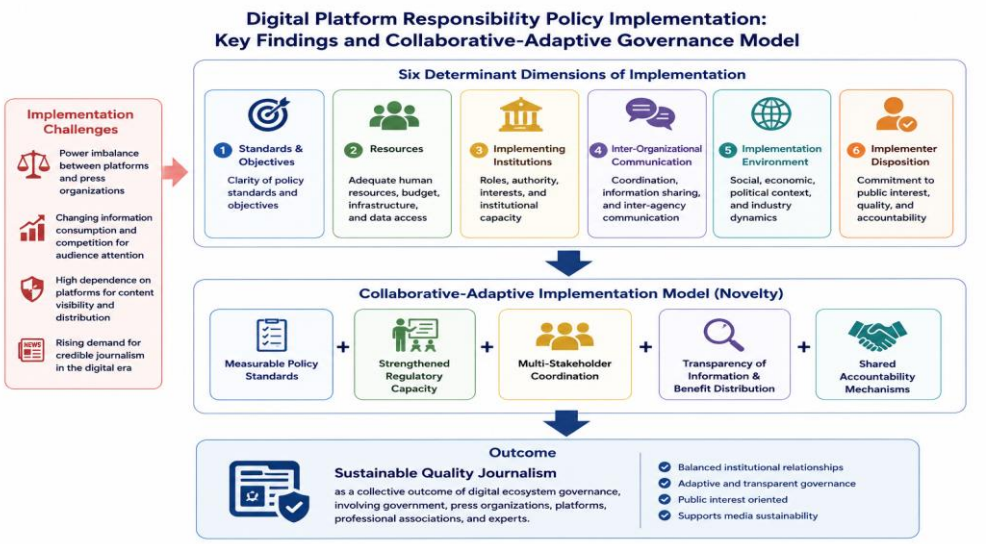
The social, economic, and political environment substantially shapes policy implementation (Iordanidou et al., 2022). The press industry faces changing information consumption, intense competition for audience attention, and growing dependence on digital platforms for content distribution (Syafriadi, 2025). Consequently, press organizations may experience an unequal bargaining position because platforms increasingly influence the visibility and circulation of journalistic content. At the same time, the rapid expansion of digital information increases the demand for credible journalism that serves the public interest. The findings indicate that effective implementation also depends on implementers' commitment to information quality, media sustainability, public interest, and accountability. Excessive administrative orientation, however, may reduce implementation to formal regulatory compliance.

The findings support the conceptual hypothesis that policy implementation is jointly influenced by policy clarity, resource adequacy, institutional characteristics, inter-organizational communication, the implementation environment, and implementer

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

disposition (Siregar et al., 2025). Evidence from the four research locations confirms that these dimensions are interconnected rather than independent. Weakness in one dimension may intensify limitations in others, demonstrating that policy implementation should be understood as a multidimensional and dynamic governance process.

The study further addresses an important research gap by integrating policy implementation with digital platform governance and quality journalism sustainability. Its novelty lies in proposing a collaborative-adaptive implementation model that combines measurable standards, regulatory capacity, multi-stakeholder coordination, transparency, equitable benefit distribution, and shared accountability. This model positions quality journalism sustainability as a collective outcome of digital ecosystem governance rather than the sole responsibility of government, press organizations, or platforms.



Source: Compiled by the researcher based on fieldwork findings, 2026

The figure demonstrates that effective digital platform governance depends on six interconnected dimensions: clear standards, adequate resources, capable institutions, effective communication, a supportive implementation environment, and strong implementer commitment. These dimensions support a collaborative-adaptive governance model that promotes transparency, shared accountability, balanced institutional relationships, and sustainable quality journalism.

DISCUSSION

Effectiveness of Presidential Regulation No. 32 of 2024 in Digital Platform Governance

The findings from interviews with 32 informants across Jakarta, Bandung, Yogyakarta, and Surabaya demonstrate that the implementation of Presidential Regulation No. 32 of 2024 remains constrained by a gap between regulatory intentions and practical implementation. Although the regulation establishes an important legal basis for strengthening digital platform responsibility, its presence has not yet substantially transformed the relationship between digital platforms and press organizations.

The effectiveness of implementation is shaped by several interconnected factors, including institutional capacity, resource availability, inter-organizational communication, coordination, and the ability of implementing actors to respond to rapid changes within the digital media ecosystem.

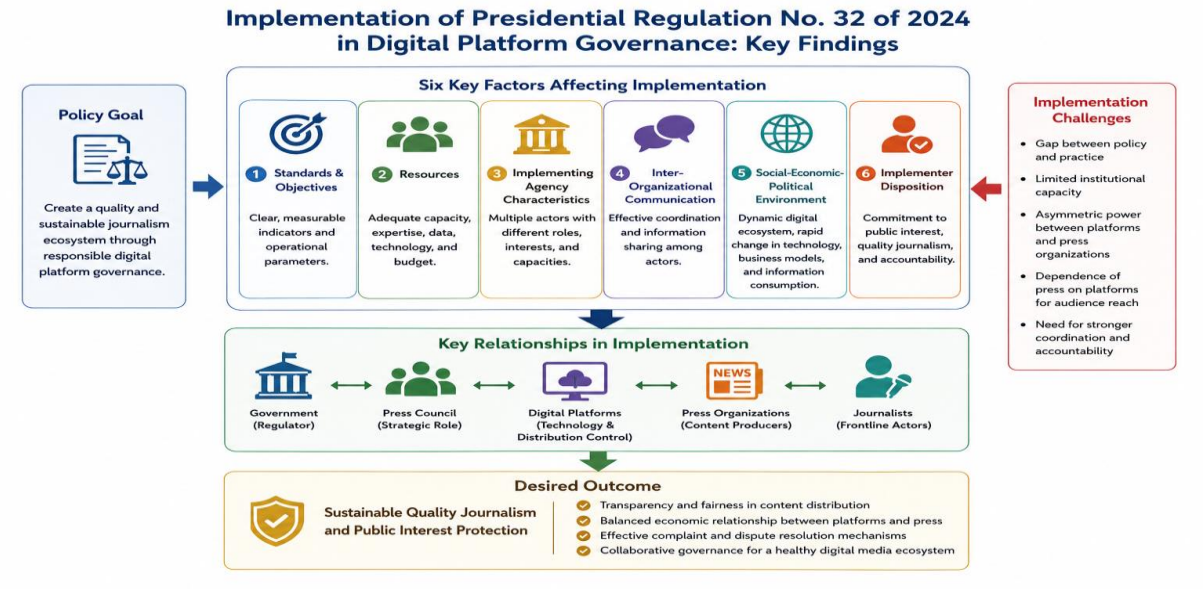
These findings are broadly consistent with the policy implementation perspective developed by Van Meter and Van Horn, which emphasizes six major dimensions: policy standards and objectives, resources, characteristics of implementing agencies, inter-organizational communication, the social, economic, and political environment, and the disposition of implementers (Siying, 2025). In the context of digital platform governance, these dimensions should not be considered independently. Weakness in one component may generate additional difficulties in another. For example, unclear policy objectives may complicate coordination, while limited institutional capacity may reduce the ability of regulators to monitor compliance effectively. This confirms that policy implementation is a dynamic process involving continuous interaction among regulatory, institutional, technological, and social factors (Dourado & Santos, 2025).

A critical issue concerns the clarity of policy standards and objectives. The objectives of promoting quality and sustainable journalism need to be translated into measurable operational criteria. Such criteria may include transparency in news distribution, equitable treatment of press organizations, accessible complaint mechanisms, effective dispute-resolution procedures, and measurable contributions to media sustainability. Clear indicators would enable policy evaluation to move beyond administrative compliance toward the assessment of tangible outcomes and improvements within the digital media ecosystem (Strömbäck, 2023).

Resource capacity represents another decisive factor. Digital platforms operate through sophisticated technologies, algorithms, large-scale datasets, and complex business models (Verhulst, 2024). Consequently, regulatory institutions require expertise that extends beyond conventional legal and administrative knowledge to include data governance, algorithmic systems, platform economics, digital distribution, and media technology. Strengthening institutional capacity should therefore involve professional development, technological infrastructure, reliable data access, and evidence-based monitoring and evaluation.

Furthermore, the findings reveal an asymmetric relationship between digital platforms and press organizations. Platforms possess substantial control over technological infrastructure, audience data, algorithms, and content distribution, while many press organizations increasingly depend on these platforms to reach audiences (Desai & Manoharan, 2025). This imbalance may affect bargaining power and media sustainability. Effective governance therefore requires more than formal regulatory compliance. It should promote transparency, fairer economic relationships, collaborative coordination, shared accountability, and institutional arrangements capable of protecting the public interest while supporting sustainable and high-quality journalism.

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals



Source: Compiled by the researcher based on fieldwork findings, 2026

The figure shows that the effectiveness of Presidential Regulation No. 32 of 2024 depends on six interconnected factors: clear standards, sufficient resources, capable institutions, effective communication, a supportive environment, and committed implementers. Their integration is essential to address power imbalances, strengthen collaboration, promote transparency, and achieve sustainable quality journalism and public-interest protection.

Transparency, Fair Economic Relations, Press Sustainability, and Public Interest Protection

The implementation of Presidential Regulation No. 32 of 2024 should be guided by four fundamental principles: transparency, fairness in economic relations, press sustainability, and protection of the public interest. Transparency is essential to ensure that interactions between digital platforms and press organizations are conducted openly, particularly regarding news distribution, content management, and economic arrangements. Greater openness can reduce information asymmetry and strengthen platform accountability within the digital journalism ecosystem (Fouad, 2022).

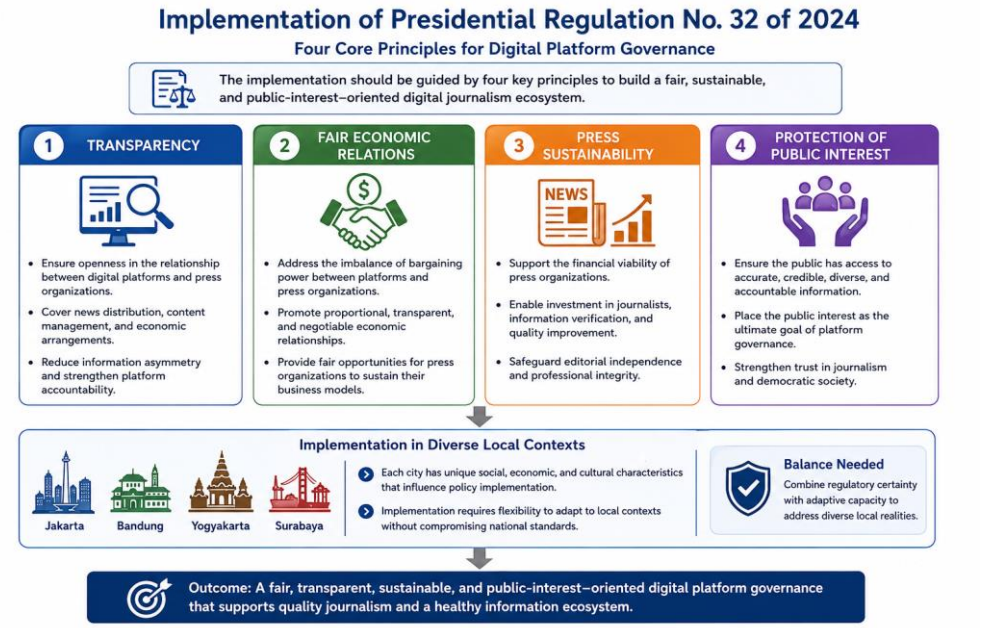
Fair economic relations are equally important because press organizations increasingly rely on digital platforms to reach audiences (Isgandarova, 2025). Differences in bargaining power may affect their ability to maintain viable business models and finance journalistic activities. Policy implementation should therefore encourage more balanced relationships by promoting transparent arrangements, equitable negotiations, and fair opportunities for press organizations to protect their economic interests.

Press sustainability extends beyond revenue generation and includes the capacity to maintain high journalistic standards. Persistent economic pressure may reduce investment in journalists, fact-checking, verification, and editorial development (Zhyvko, 2025). Policy

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

interventions should consequently support the economic resilience of press organizations while preserving editorial independence and professional integrity.

Finally, public interest protection should remain the overarching objective. Society requires information that is accurate, credible, diverse, and accountable (Mosch & Obermaier, 2022). Differences across Jakarta, Bandung, Yogyakarta, and Surabaya demonstrate that policy implementation occurs within varied social and economic contexts. Therefore, regulatory consistency should be combined with sufficient flexibility to accommodate local conditions. This balance between regulatory certainty and adaptive implementation provides an important foundation for fair, sustainable, transparent, and public-interest-oriented digital platform governance.



The figure presents four core principles for implementing Presidential Regulation No. 32 of 2024: transparency, fair economic relations, press sustainability, and public interest protection. These principles support balanced relationships between digital platforms and press organizations. Their effective integration requires adaptive implementation across different local contexts while maintaining consistent national standards and accountability.

Development of the Collaborative Digital Platform Responsibility Model as Adaptive Governance

Based on the overall findings, the implementation of Presidential Regulation No. 32 of 2024 requires an approach that extends beyond conventional regulation toward a more collaborative and adaptive governance framework. A predominantly bureaucratic model, in which government acts as the principal authority, has limitations when dealing with digital platforms that possess substantial technological, economic, data, and global network capabilities (Vigni & Wojcik, 2025). Therefore, this study proposes the Collaborative Digital Platform Responsibility Model as an alternative framework for strengthening platform governance while supporting the sustainability of quality journalism.

International Journal of Interdisciplinary Cultural Studies
ISSN: 2327-008X (Print), ISSN: 2327-2554 (Online)
Volume 21, Issue 2, 2026
https://cgscopus.com/index.php/journals

The model brings together government, the Press Council, digital platforms, press organizations, professional associations, academics, and the public within an integrated policy ecosystem. Although these actors have different authorities, interests, and resources, they are directed toward a shared objective: establishing an information environment that is transparent, fair, credible, and oriented toward the public interest. This approach shifts the relationship from a regulator–regulated model toward partnership based on coordination, dialogue, accountability, and shared responsibility (Zhang, 2025).

Operationally, the model consists of three interconnected layers. The regulatory and standards layer establishes norms, obligations, performance indicators, transparency principles, and standards governing relationships between platforms and press organizations. Presidential Regulation No. 32 of 2024 provides the normative foundation, which should be translated into practical guidelines and measurable indicators (Ilchenko & Turunov, 2025). The collaborative governance layer facilitates multi-stakeholder dialogue, monitoring, evaluation, information exchange, consultation, and dispute resolution. The public outcome layer evaluates policy success through improvements in journalistic quality, press sustainability, distribution transparency, balanced platform–media relations, and public protection.

The model further incorporates adaptive governance, recognizing that technological developments, algorithms, monetization strategies, and user behavior evolve rapidly (Dillard, 2024). Consequently, policy implementation requires continuous learning, periodic evaluation, and institutional adjustment (Tan & Crompvoets, 2022). By integrating the Van Meter and Van Horn implementation perspective with collaborative governance, adaptive governance, and media political economy, this model provides a conceptual foundation for more responsive, accountable, equitable, and sustainable digital platform governance.



Source: Compiled by the researcher based on fieldwork findings, 2026

The model illustrates a collaborative and adaptive governance framework involving government, the Press Council, digital platforms, press organizations, professional associations, academics, and society. It integrates regulation, stakeholder collaboration, measurable public outcomes, and continuous learning. This framework promotes transparency, accountability, fair platform–media relations, sustainable journalism, and protection of public interests.

CONCLUSION

First, the implementation of Presidential Regulation No. 32 of 2024 has not yet achieved full effectiveness in practice. The field findings indicate that the regulation has strategic importance in responding to transformations in information governance increasingly shaped by digital platform companies. It establishes a regulatory foundation for strengthening platform responsibility and supporting the development of quality journalism. Nevertheless, the existence of a formal legal framework does not automatically ensure effective implementation. A persistent gap remains between regulatory objectives and their translation into concrete, measurable, transparent, and accountable implementation mechanisms. This gap is reflected in limited institutional capacity, differences in stakeholder interpretations, and the absence of sufficiently standardized operational indicators. Therefore, the effectiveness of the regulation depends not only on its legal substance but also on the institutional ability to operationalize and monitor its provisions.

Second, implementation effectiveness is simultaneously influenced by six interrelated policy dimensions. The Van Meter and Van Horn perspective demonstrates that implementation is shaped by policy standards and objectives, resources, inter-organizational communication, characteristics of implementing agencies, the socio-economic and political environment, and implementer disposition. The field evidence confirms that these dimensions interact dynamically. Limited oversight capacity, unequal resources between regulators and digital platforms, divergent stakeholder interests, and rapid changes in the media industry create complex implementation challenges. Accordingly, the implementation of the regulation requires an approach that integrates regulatory authority with institutional strengthening, inter-organizational coordination, and adaptive governance.

Third, the Collaborative Digital Platform Responsibility Model provides a relevant alternative governance framework. The model integrates government, the Press Council, digital platforms, press organizations, professional associations, academics, and society within a shared policy ecosystem. It combines regulatory standards, collaborative governance mechanisms, and public outcomes. Its ultimate orientation is to promote transparent information distribution, fairer economic relationships, sustainable press organizations, quality journalism, and public-interest protection. The model therefore contributes conceptually by positioning digital platform responsibility as a shared governance responsibility rather than an obligation imposed on a single institutional actor.

RECOMMENDATIONS

First, implementation standards and measurable indicators should be strengthened. The government, together with the Press Council and relevant stakeholders, should translate the provisions of Presidential Regulation No. 32 of 2024 into clear operational guidelines concerning digital platform responsibility and quality journalism. These guidelines should establish measurable indicators covering transparency in news distribution, equitable treatment of press organizations, complaint mechanisms, dispute resolution, and contributions to media sustainability. Periodic evaluation should also be institutionalized to assess whether implementation generates substantive improvements rather than merely demonstrating administrative compliance. Clear indicators would provide a common reference for regulators, platforms, and press organizations while improving policy consistency and accountability.

Second, regulatory capacity and multi-stakeholder collaboration should be substantially enhanced. Institutional strengthening should prioritize human-resource development, technological expertise, access to relevant data, information infrastructure, and adequate financial support for monitoring and evaluation. Regulators need capabilities in areas such as algorithms, data governance, platform economics, digital content distribution, and contemporary media business models. In parallel, a permanent multi-stakeholder forum should be established involving government institutions, the Press Council, digital platforms, press organizations, professional associations, academics, and civil society. Such a forum could facilitate coordination, consultation, information exchange, joint evaluation, and dispute resolution while reducing institutional fragmentation.

Third, digital platform governance should become more adaptive, transparent, and public-interest oriented. Digital platforms should increase transparency regarding content distribution mechanisms and establish more proportionate economic relationships with press organizations. At the same time, media organizations should strengthen business-model innovation, journalistic professionalism, technological capabilities, and organizational resilience. The implementation of the Collaborative Digital Platform Responsibility Model should therefore emphasize collaboration, adaptability, transparency, and shared accountability. Regular policy learning and evaluation are necessary to respond to technological, economic, and behavioral changes. Such an approach can strengthen quality journalism while supporting the long-term sustainability of Indonesia's digital media ecosystem and ensuring that public interests remain central to platform governance.

ACKNOWLEDGEMENTS

The author would like to express sincere gratitude to Prof. Ma'mun Murod, Rector of Universitas Muhammadiyah Jakarta, for his institutional support and encouragement throughout the completion of this research and dissertation.

Special appreciation is also extended to Prof. Dr. Evi Satispi, M.Si., Dean of the Faculty of Social and Political Sciences, Universitas Muhammadiyah Jakarta, for her valuable support and academic contribution to the author's doctoral study.

The author is deeply grateful to Prof. Dr. Andriansyah, M.Si., Promoter and Head of the Doctoral Program in Public Administration, Faculty of Social and Political Sciences, Universitas Muhammadiyah Jakarta, for his academic guidance, critical insights, and continuous direction throughout the research and dissertation process.

The author also expresses sincere appreciation to Dr. Tria Patrianti, Co-Promoter, for her valuable guidance, constructive feedback, and academic assistance. Her support and direction have contributed significantly to the development and completion of this research. The author is grateful to all supervisors and academic leaders for their commitment, encouragement, and dedication in supporting the author as a doctoral student in the Doctoral Program in Public Administration, Faculty of Social and Political Sciences, Universitas Muhammadiyah Jakarta.

Reference

Abdallah, R. A.-Q., Hatamleh, I. H. M., Eid, Y. S. N. A., & Mahroum, M. (2024). Communication in the Digital Age: The Impact of Communication Skills and Cultural Restraint on the Use of Social Media Platforms in the Case of Jordan. In *Journalism and Media* (Vol. 5, Nomor 3, hal. 1244–1258). MDPI AG. https://doi.org/10.3390/journalmedia5030079

Atbiqa, A. M. A. (2023). Employing smartphone journalism and digital platforms in developing institutional digital content "A Study of the Communicator in Libyan Media Institutions." In *International Journal of Media and Mass Communication* (Vol. 5, Nomor 2, hal. 111–136). Gulf University. https://doi.org/10.46988/ijmmc.05.02.2023.05

Bagnoli, V. (2023). Digital Platforms as Public Utilities. In *SSRN Electronic Journal*. Elsevier BV. https://doi.org/10.2139/ssrn.4472716

Bahmanteymouri, E. (2025). The Role of Digital Platforms in Shaping Tomorrow's Cities. In *Cities and Digital Platforms* (hal. 171–186). Routledge. https://doi.org/10.4324/9781003352273-8

Bastardo, R., Pavão, J., & Rocha, N. P. (2024). Methodological Quality of User-Centered Usability Evaluation of Digital Applications to Promote Citizens' Engagement and Participation in Public Governance: A Systematic Literature Review. In *Digital* (Vol. 4, Nomor 3, hal. 740–761). MDPI AG. https://doi.org/10.3390/digital4030038

Blonder, R. (2023). Digital Learning Platforms: Digital Platforms for Increasing Inclusion in Chemistry Education. In *Digital Learning and Teaching in Chemistry* (hal. 108–113). The Royal Society of Chemistry. https://doi.org/10.1039/9781839167942-00108

Bücker, S., Düwell, M., Kaminski, A., & Leyer, M. (2025). Introduction: Trust, Responsibility, and Digital Governance. In *Digitale Gesellschaft* (hal. 9–16). transcript Verlag. https://doi.org/10.14361/9783839410974-002

Danaeefard, H. (2025). Digital Transformation in the Iranian Public Sector: Exploring Strategies for Moving Forward and Climbing Upward. In *Public Administration, Governance and Globalization* (hal. 217–233). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_12

Desai, A., & Manoharan, A. P. (2025). Institutionalising Collaborative Governance to Manage Digital Platforms and Digital Public Infrastructure: A Case of India's National Payment Corporation of India. In *Public Administration, Governance and Globalization* (hal. 149–166). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_9

Dillard, J. (2024). Accountability-based participatory corporate governance and corporate social responsibility. In *Handbook on Corporate Governance and Corporate Social Responsibility* (hal. 371–383). Edward Elgar Publishing. https://doi.org/10.4337/9781802208771.00039

Dorie, V. (2025). *Privacy Enhancing Technologies in Digital Learning Platforms*. Digital Promise. https://doi.org/10.51388/20.500.12265/278

Doshi, A. R., & Schmidt, W. (2024). Soft Governance Across Digital Platforms Using Transparency. In *Strategy Science* (Vol. 9, Nomor 2, hal. 185–204). Institute for Operations Research and the Management Sciences (INFORMS). https://doi.org/10.1287/stsc.2023.0006

Dourado, T., & Santos, N. (2025). Responsibility of Digital Platforms to Enhance Digital Literacy. In *Critical Literacies and Gender Studies* (hal. 47–58). Emerald Publishing Limited. https://doi.org/10.1108/978-1-83662-594-020251004

Drezner, D. W. (2025). Why Global Platform Governance Is a Sham. In *Defeating Disinformation* (hal. 193–201). Cambridge University Press. https://doi.org/10.1017/9781009438636.012

Emes, C. S. (2025). *Exploring New Frontiers in Digital Governance: Addressing the Ambiguities of Risk-Based Regulation Approach for Platforms*. Elsevier BV. https://doi.org/10.2139/ssrn.5242418

Eom, S.-J., Ko, Y., Park, J. E., & Park, K. C. (2025). When the Korean Developmental State Meets Data Economy. In *Public Administration, Governance and Globalization* (hal. 167–189). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_10

Esteves, T. (2025). Reimagining Citizen Engagement in the Digital Age: Platforms, Participation, and Public Trust. In *Public Administration, Governance and Globalization* (hal. 93–115). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_6

Fabbri, M. (2025). The Role of Requests for Information in Governing Digital Platforms Under the Digital Services Act: The Case of X. In *Journalism and Media* (Vol. 6, Nomor 1, hal. 41). MDPI AG. https://doi.org/10.3390/journalmedia6010041

Farinho, D. S. (2024). Personal Data Processing by Online Platforms and Search Engines: The Case of the EU Digital Services Act. In *Public Governance, Administration and Finances Law Review* (Vol. 9, Nomor 1, hal. 37–58). University of Public Service Ludovika University Press. https://doi.org/10.53116/pgaflr.7134

Farrand, B. (2025). Online platforms, intermediary responsibility, and human rights: digital copyright as a site of multiple contestations in the EU. In *Research Handbook on Human Rights and Digital Technology* (hal. 54–68). Edward Elgar Publishing. https://doi.org/10.4337/9781035308514.00010

Fouad, N. S. (2022). The security economics of EdTech: vendors' responsibility and the cybersecurity challenge in the education sector. In *Digital Policy, Regulation and Governance* (Vol. 24, Nomor 3, hal. 259–273). Emerald. https://doi.org/10.1108/dprg-07-2021-0090

Foxman, M., Harris, B. C., & Partin, W. C. (2024). Recasting twitch: Livestreaming, platforms, and new frontiers in digital journalism. *Digital Journalism*. https://doi.org/10.1080/21670811.2024.2329648

Gao, L., & Luna-Reyes, L. F. (2025). Implications of Adopting AI-Based Applications in

Local Governments: A Systematic Literature Review from a Public Value Perspective. In *Public Administration, Governance and Globalization* (hal. 363–388). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_18

Garcia, D. L., Calleja-López, A., & Linares-Lanzman, J. (2023). Collective intelligence and digital participatory platforms. In *The Routledge Handbook of Collective Intelligence for Democracy and Governance* (hal. 326–338). Routledge. https://doi.org/10.4324/9781003215929-29

Garganas, O. (2024). Digital Video Advertising: Breakthrough or Extension of TV Advertising in the New Digital Media Landscape? In *Journalism and Media* (Vol. 5, Nomor 2, hal. 749–765). MDPI AG. https://doi.org/10.3390/journalmedia5020049

Guo, Y., & Zhou, L. (2025). (Trans)Locality in Social Media News Engagement: Geographic Effects on the Quality of Online Discussion. In *Digital Journalism* (hal. 1–22). Informa UK Limited. https://doi.org/10.1080/21670811.2025.2554246

Gupta, S., & Mehta, S. (2024). Regulating Digital Platforms. In *Digital Platforms, Competition Law, and Regulation* (hal. 141–158). Hart Publishing. https://doi.org/10.5040/9781509969418.ch-008

Hardy, J. (2023). Introduction—Sponsored Editorial Content in Digital Journalism: Mapping the Merging of Media and Marketing. In *Sponsored Editorial Content in Digital Journalism* (hal. 1–22). Routledge. https://doi.org/10.4324/9781003376576-1

Ilchenko, S. N., & Turunov, D. M. (2025). Digital Transformation of Russian Video Game Media: Analysis of Key Online Platforms. In *RUDN Journal of Studies in Literature and Journalism* (Vol. 30, Nomor 3, hal. 655–668). Peoples' Friendship University of Russia. https://doi.org/10.22363/2312-9220-2025-30-3-655-668

Iordanidou, S., Jebril, N., & Takas, E. (2022). Introduction: Challenges in the Digital Era: Journalism and Digital Content in Emerging Media Markets. In *Journalism and Digital Content in Emerging Media Markets* (hal. 1–8). Springer International Publishing. https://doi.org/10.1007/978-3-031-04552-3_1

Isgandarova, V. (2025). Use of data journalism in digital platforms of government organizations: a perspective of transparency and public trust. In *Filologiya məsələləri Journal of Philological Issues* (Nomor 2, hal. 232). Issues of Philology. https://doi.org/10.62837/2025.2.232

Jebril, N., Iordanidou, S., & Takas, E. (2022). Digital Journalism in Emerging Media Markets: Concluding Remarks. In *Journalism and Digital Content in Emerging Media Markets* (hal. 165–171). Springer International Publishing. https://doi.org/10.1007/978-3-031-04552-3_10

Jelovac, D., Ljubojević, Č., & Ljubojević, L. (2021). HPC in business: the impact of corporate digital responsibility on building digital trust and responsible corporate digital governance. In *Digital Policy, Regulation and Governance* (Vol. 24, Nomor 6, hal. 485–497). Emerald. https://doi.org/10.1108/dprg-11-2020-0164

Kapur, R. (2023). Introduction to Digital Health Platforms (DHPs). In *Digital Platforms and Transformation of Healthcare Organizations* (hal. 25–42). Productivity Press. https://doi.org/10.4324/9781003366584-4

Karrouk, Y., & Navalpotro, F. R. D. (2024). Data Quality in the Surveillance Economy. In *Advances in Marketing, Customer Relationship Management, and E-Services* (hal. 31–54). IGI Global. https://doi.org/10.4018/979-8-3693-6945-6.ch002

Kaur, T. (2023). Digital Platforms- Social Media Platforms, Knowledge Platforms, Media Sharing Platforms, Service-Oriented Platforms. In *International Journal for Research in Applied Science and Engineering Technology* (Vol. 11, Nomor 7, hal. 2031–2035). International Journal for Research in Applied Science and Engineering Technology

(IJRASET). https://doi.org/10.22214/ijraset.2023.54879

Kim, Y. (2025). The AI Inclusion Challenge: Assessing Digital Vulnerability in AI Adoption and Usage. In *Public Administration, Governance and Globalization* (hal. 389–406). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_19

Kim, Y., & Ahn, M. J. (2025). Digital Governance and Technological Revolution: An Introduction. In *Public Administration, Governance and Globalization* (hal. 1–13). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_1

Klafkowska-Waśniowska, K. (2025). Responsibility of online platforms and content moderation in the EU. In *Governance of Digital Single Market Actors* (hal. 45–79). Edward Elgar Publishing. https://doi.org/10.4337/9781839101489.00009

Kosherbayeva, A., & Kylbayev, Y. (2025). Kazakhstan's Digital Governance Evolution: Strategies, Challenges, and Future Prospects. In *Public Administration, Governance and Globalization* (hal. 235–262). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_13

Łasak, P., & Wyciślak, S. (2025). Global dynamics and regional strategies. In *Digital Platforms in Finance and Supply Chain Management* (hal. 110–144). Routledge. https://doi.org/10.4324/9781003538233-5

Lauerer, C., & Beckert, J. (2024). Pushing Boundaries—Hybrid Advertising in Digital News Media: A Content Analysis of Media Kits. In *Digital Journalism* (hal. 1–20). Informa UK Limited. https://doi.org/10.1080/21670811.2024.2417953

Lee, J. (2025). Government as a Platform: Concepts, Challenges, and Pathways for Future Research. In *Public Administration, Governance and Globalization* (hal. 17–37). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_2

Lege, L., & Ibrahim, N. (2024). Incidental News Exposure and Algorithmic Governance of Social Media Platforms in Ambient Journalism. In *International Journal of Social Science Studies* (Vol. 12, Nomor 1, hal. 14). Redfame Publishing. https://doi.org/10.11114/ijsss.v12i1.6721

Liu, H. K., Wu, S.-W., & Chao, S.-L. (2025). Transforming Citizen-Administration Dynamics in the Digital Platform Age. In *Public Administration, Governance and Globalization* (hal. 73–91). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_5

Lo, N. P.-K. (2024). The Confluence of Digital Literacy and Eco-Consciousness: Harmonizing Digital Skills with Sustainable Practices in Education. In *Platforms* (Vol. 2, Nomor 1, hal. 15–32). MDPI AG. https://doi.org/10.3390/platforms2010002

Lopes, H. (2023). Digital labour platforms – algorithmic authority? In *Political Economy of the Firm* (hal. 108–123). Routledge. https://doi.org/10.4324/9781003247241-7

Luthfiyati, I., & Hariyanto, W. (2025). *Influence of Good Corporate Governance, Leverage, and Corporate Social Responsibility on Financial Performance with Profitability as a Moderating Variable*. Universitas Muhammadiyah Sidoarjo. https://doi.org/10.21070/ups.9498

Maharani, E., & Kurniawan, H. (2024). Profit Quality, Islamic Corporate Social Responsibility And Company Values: Islamic Corporate Governance As Moderation. In *JPS (Jurnal Perbankan Syariah)* (Vol. 5, Nomor 2, hal. 404–420). Sekolah Tinggi Ilmu Ekonomi (STIE) Syariah Bengkalis. https://doi.org/10.46367/jps.v5i2.2096

Morozovaite, V. (2025). Fundamental Rights and Algorithms Impact Assessment: Towards a More Inclusive and Accountable Digital Governance: Interview with Janneke Gerards. In *Governing the Digital Society* (hal. 245–251). Routledge. https://doi.org/10.5117/9789048562718-14

Mosch, P., & Obermaier, R. (2022). Digital platforms in the industrial sphere: value creation logics and platform types. In *Handbook on Digital Business Ecosystems*. Edward Elgar

Publishing. https://doi.org/10.4337/9781839107191.00020

Orfanidou, A. G. (2025). From Digital Immigrants to Digital Floaters: Rethinking Generational Media Literacy in the Platform Era. In *Journalism and Media* (Vol. 7, Nomor 1, hal. 5). MDPI AG. https://doi.org/10.3390/journalmedia7010005

Paik, S. (2023). Journalism Ethics for the Algorithmic Era. In *Digital Journalism* (Vol. 13, Nomor 4, hal. 696–722). Informa UK Limited. https://doi.org/10.1080/21670811.2023.2200195

Poltanee, I. (2025). Corporate governance and consumer behavior strategy: The impact of digital food delivery platforms on purchasing decisions and stakeholder value. In *Corporate and Business Strategy Review* (Vol. 6, Nomor 3, hal. 17). Virtus Interpress. https://doi.org/10.22495/cbsrv6i3art2

Popiel, P. (2022). Digital Platforms as Policy Actors. In *Palgrave Global Media Policy and Business* (hal. 131–150). Springer International Publishing. https://doi.org/10.1007/978-3-030-95220-4_7

Pöyhtäri, R., & Sirkkunen, E. (2023). How Finnish News Media Defend Their Boundaries in the Age of Digital Platforms. In *Studies in Big Data* (hal. 89–104). Springer International Publishing. https://doi.org/10.1007/978-3-031-43926-1_7

Ren, Q. (2024). Analyzing the Communication of Poverty Governance: A Study of Multimodal News Framing and Engagement on Chinese TikTok. In *Digital Journalism* (hal. 1–22). Informa UK Limited. https://doi.org/10.1080/21670811.2024.2377072

Rengganis, A., & Subhan, S. (2024). DPR Now Application: Public Information Openness in the Digital Governance Era in Public Service Accountability and Responsibility Efforts in Indonesia. In *SSRN Electronic Journal*. Elsevier BV. https://doi.org/10.2139/ssrn.4782361

Salawu, A., & Adeyeye, B. (2025). Aláròyé Newspaper on Digital Platforms: A Study of Audience Experience and Reception. In *Journalism and Media* (Vol. 6, Nomor 4, hal. 200). MDPI AG. https://doi.org/10.3390/journalmedia6040200

Schulte, K., Brighty, A., Francis, W., & Grieve, A. (2025). *Equity, accessibility, and public health implications of digital platforms delivering realtime air quality information: A systematic technology review*. Center for Open Science. https://doi.org/10.31235/osf.io/x36fg_v1

Shark, A. R. (2025). AI as Centerpiece of Digital Convergence: Applications, Governance, and the Future. In *Public Administration, Governance and Globalization* (hal. 289–307). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_15

Siregar, B., Sihotang, L., & Nababan, R. (2025). LEGAL RESPONSIBILITY OF DIGITAL PLATFORMS FOR THE PROTECTION OF STOCK INVESTOR LOSSES IN THE E-COMMERCE ERA. In *ANAYASA : Journal of Legal Studies* (Vol. 2, Nomor 2, hal. 132–139). PT. Altin Riset Publishing. https://doi.org/10.61397/ays.v2i2.354

Siying, C. (2025). An analysis of Trust Mechanism and Strategies of Public Welfare Crowdfunding Platforms under the Perspective of Digital Governance A Case Study Based on Shuidichou. In *COMMICAST* (Vol. 6, Nomor 3, hal. 522–539). Universitas Ahmad Dahlan. https://doi.org/10.12928/commicast.v6i3.14614

Strömbäck, J. (2023). Political Alternative Media as a Democratic Challenge. In *Digital Journalism* (Vol. 11, Nomor 5, hal. 880–887). Informa UK Limited. https://doi.org/10.1080/21670811.2023.2178947

Syafriadi, S. (2025). Press Responsibility and The Threat of Criminalization: A Study on The Role of Media in Digital Disputes. In *Journal of Law and Regulation Governance* (Vol. 3, Nomor 10). Al Makki Publisher. https://doi.org/10.57185/jlarg.v3i10.141

Sziegat, H. (2025). MOOCs, Online Learning Platforms, and Open Universities. In

SpringerBriefs in Education (hal. 49–59). Springer Nature Singapore. https://doi.org/10.1007/978-981-96-2650-2_4

Tan, E., & Crompvoets, J. (2022). Chapter 1: A new era of digital governance. In *The new digital era governance* (hal. 13–49). Brill | Wageningen Academic. https://doi.org/10.3920/978-90-8686-930-5_1

Verhulst, S. (2024). Questions as a Device for Data Responsibility. In *Global Digital Data Governance* (hal. 88–101). Routledge. https://doi.org/10.4324/9781003388418-7

Vigni, F. L., & Wojcik, S. (2025). Building a typology of digital platforms' political functions. In *Public Deliberation in the Digital Age* (hal. 23–37). Routledge. https://doi.org/10.4324/9781003435204-3

Wall, M. (2024). Digital Journalism and Citizenship. In *The Palgrave Handbook of Global Digital Journalism* (hal. 309–322). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-59379-6_19

Wang, Y.-F. (2025). System Co-Design with Stakeholders for AI-Enabled Government Platforms. In *Public Administration, Governance and Globalization* (hal. 131–148). Springer Nature Switzerland. https://doi.org/10.1007/978-3-032-00514-4_8

Wolff, J. (2025). Policy Approaches to Defining and Enforcing Responsibilities for Online Platforms. In *Defeating Disinformation* (hal. 180–192). Cambridge University Press. https://doi.org/10.1017/9781009438636.011

Yang, L. (2024). Cyber violence governance on digital platforms: criminal compliance and public-private co-governance. In *Journal of Education, Humanities and Social Sciences* (Vol. 33, hal. 133–143). Darcy & Roy Press Co. Ltd. https://doi.org/10.54097/tetr2333

Yang, W., & Wu, J. (2025). Engaging the Public Through Design: How Digital Platforms Nudge Public Engagement. In *Governance* (Vol. 39, Nomor 1). Wiley. https://doi.org/10.1111/gove.70104

Yuliansyah, P. A. L. (2024). Corporate Social Responsibility, Good Corporate Governance, and Corporate Value. In *International Journal of Science and Research (IJSR)* (Vol. 13, Nomor 2, hal. 1729–1736). International Journal of Science and Research. https://doi.org/10.21275/sr231223084252

Zamith, R. (2023). Open-Source Repositories as Trust-Building Journalism Infrastructure: Examining the Use of GitHub by News Outlets to Promote Transparency, Innovation, and Collaboration. In *Digital Journalism* (Vol. 12, Nomor 7, hal. 985–1006). Informa UK Limited. https://doi.org/10.1080/21670811.2023.2202873

Zhang, R. (2025). Research on Corporate Compliance Governance and Cybersecurity Legal Responsibility in the Digital Economy Era. In *Journal of Commercial Law Review* (Vol. 9, Nomor 1, hal. 139–142). World Scientific Publishing House Ltd. https://doi.org/10.47297/wspjclrwsp2516-249730.20250901

Zhyvko, Z. (2025). Quality of digital reporting: risks, precautions, and government oversight mechanisms. In *Public Administration 4.0: Leveraging Digital Tools for Effective Governance* (hal. 132–153). Scientific Center of Innovative Research. https://doi.org/10.36690/pubadm-132-153