



Government Communication Ethics in the Digital Era: A Case Study of the Work-From-Home Policy Announcement for State Civil Apparatus (ASN) in Indonesia

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ARTICLE INFO

Keywords: Perceived Price Fairness, Pejrceived Risk, Purchase Decision, E-commerce, Consumer Behavior

Received : 27, April

Revised : 28, May

Accepted: 30, June

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ABSTRACT

This study examines the ethics of government communication in Indonesia's digital era, focusing on the announcement of the Work-From-Home (WFH) policy for State Civil Apparatus (ASN) issued on 31 March 2026. The policy was introduced in response to the geopolitical crisis triggered by the United States-Israel military offensive against Iran, which disrupted global oil supplies and increased crude oil prices above US\$91 per barrel. Using a qualitative approach through in-depth interviews with communication ethics experts and media observers, supported by document analysis and media monitoring, this study evaluates the policy announcement against established communication ethics frameworks. The findings indicate that although the policy had a legitimate fiscal objective, its communication was marked by fragmented institutional responsibility, inconsistent messaging, limited public engagement through digital channels, and the absence of crisis communication protocols. The Ministry of Communication and Digital Affairs (Komdigi), which formally holds responsibility for public communication, played a limited role, while communication was largely led by the Coordinating Ministry for Economic Affairs. This institutional mismatch contributed to public confusion and weakened trust. The study recommends the adoption of an integrated ethics-based communication governance framework to improve future government policy communication in the digital era.

INTRODUCTION

On 31 March 2026, Coordinating Minister for Economic Affairs Airlangga Hartarto announced in a virtual press conference that Indonesia would implement a mandatory Work-From-Home (WFH) arrangement for all State Civil Apparatus (ASN) at both central and regional government levels every Friday, effective 1 April 2026. The policy, which was subsequently expanded to encourage private-sector adoption, was explicitly framed as a measure to reduce national fuel (BBM) consumption in the context of escalating geopolitical tensions in the Middle East (Hartarto, 2026; Beritasatu, 2026).

The geopolitical context was stark. Since 28 February 2026, the United States and Israel had conducted coordinated military operations against Iran. Within hours, crude oil prices surged by 27 percent, with Brent crude exceeding US\$91 per barrel, and the Strait of Hormuz through which approximately 25 percent of global traded oil transits was effectively closed (CNN Indonesia, 2026; The Conversation Indonesia, 2026). As a net oil importer consuming approximately 1.7 million barrels per day against domestic production of only 860,000 barrels, Indonesia faced immediate fiscal pressure. The Indonesian rupiah depreciated to Rp17,000 per US dollar, and the government projected that WFH implementation could generate APBN savings of Rp6.2 trillion in fuel subsidy compensation alone, while potentially reducing total national fuel expenditure by up to Rp59 trillion (Hartarto, 2026).

Despite the substantive policy rationale, the manner in which this announcement was communicated to the public raised fundamental questions about government communication ethics in the digital era. Several significant anomalies were observable: the announcement was made by the Coordinating Minister for Economic Affairs rather than by the minister with direct human resources and bureaucratic reform mandate; the Minister of State Secretariat simultaneously stated that the policy was not motivated by fuel supply issues (Magdalene, 2026); the Ministry of Communication and Digital Affairs the institutional custodian of the government's public communication apparatus appeared largely absent from the communication process; and digital channels for structured public response were not systematically deployed.

These anomalies occur against a broader backdrop of Indonesia's increasing adoption of digital platforms for policy communication, yet persistent institutional fragmentation in managing public communication. The rapid and politically sensitive nature of the announcement amplified these structural weaknesses, generating widespread public confusion, critical commentary from economists and civil society, and concerns about policy effectiveness (Nailul Huda, cited in Beritasatu, 2026; Wiradinata, 2026).

This study therefore poses three primary research questions: First, was the WFH policy announcement for ASN formulated and communicated in adherence with established principles of government communication ethics? Second, which media platforms were used for communication, and were they adequate for a policy of this scale and urgency? Third, what mechanisms were deployed to measure public response, and which institutional actors bear primary responsibility for such communication? This research contributes to the growing literature on digital-era government communication ethics in the

Indonesian context, and offers empirically grounded recommendations for improved institutional practice.

LITERATURE REVIEW

Communication Ethics: Foundational Framework

Communication ethics constitutes a normative framework governing the moral dimensions of human communicative acts. Bok (1978) established honesty as the foundational virtue of ethical communication, arguing that truthful communication is not merely a pragmatic necessity but a moral imperative with direct consequences for the quality of public deliberation. Christians et al. (2009) expanded this into a fourfold framework of ethical communication: truth-telling, the protection of human dignity, the pursuit of justice in representation, and the exercise of responsible freedom. These principles have informed subsequent applied frameworks in journalism, public relations, and government communication.

Aristotle's rhetorical framework of ethos (credibility), pathos (emotional resonance), and logos (logical coherence) provides an enduring analytical lens for evaluating the ethical quality of public communication. A communicator who possesses and demonstrates all three who speaks from a position of genuine authority, connects meaningfully with the audience's lived concerns, and grounds claims in evidence and reasoning fulfils the basic conditions of ethical public discourse (Aristotle, trans. Kennedy, 2006). Applied to government communication, this translates into three corresponding institutional obligations: communicators must be the appropriate authoritative voice (ethos), messages must be calibrated to public needs and anxieties (pathos), and factual claims must be grounded in verifiable data (logos).

Habermas's theory of communicative action adds a procedural dimension: ethical communication requires conditions that approximate an "ideal speech situation," in which all affected parties have equal opportunity to participate, question, and contest (Habermas, 1984). In the context of state communication, this translates into an obligation to create structured mechanisms for public response, not merely to broadcast policy decisions. This procedural dimension has become increasingly significant in the digital era, as citizens have expanded technical capacity to respond, critique, and amplify yet many governments remain structurally oriented toward one-way communication.

Government Communication Ethics

Government communication ethics refers to the normative obligations that govern how public institutions communicate with citizens. These obligations derive from multiple sources: constitutional principles of transparency and accountability, statutory obligations under freedom-of-information regimes, administrative law requirements for procedural fairness, and professional ethics norms for public servants (Sanders & Canel, 2013; Lee, 2008).

Gregory (2009) articulates five principles specific to government communication ethics: accuracy (all factual claims must be verifiable and not misleading); completeness (relevant context must not be withheld); timeliness (communication must occur when citizens can meaningfully act on information); accessibility (communication must reach all relevant publics, not merely those with digital access); and accountability (communicators must be identifiable and subject to public questioning). These principles collectively constitute what Lee (2008) terms "democratic communication governance," which requires that information be treated as a public good rather than a resource to be managed for political convenience.

In the Indonesian context, government communication is governed by a layered normative framework including Law No. 14/2008 on Public Information Disclosure (UU KIP), Law No. 11/2020 on Job Creation (the Omnibus Law, which includes provisions on digital government services), Presidential Regulation No. 21/2024 on Work Flexibility for ASN, and Ministerial Regulation PANRB No. 1/2025 on Performance-Based Work Systems. These instruments create affirmative obligations on public institutions to communicate policy decisions proactively, accurately, and accessibly (Widyantini, cited in Beritasatu, 2026).

A persistent structural challenge in Indonesian government communication is institutional fragmentation the dispersion of communication responsibility across multiple ministries without clear coordination protocols (Lim, 2017). This challenge has been documented in previous crisis-communication contexts (the early COVID-19 response, for instance) and reappeared with particular clarity in the WFH announcement of March–April 2026. The Coordinating Ministry for Economic Affairs, the Ministry of PANRB, the Ministry of Home Affairs, and the Ministry of Communication and Digital Affairs all possess overlapping mandates relevant to this announcement, yet no single coordinating voice emerged.

Public Communication Ethics in the Digital Era

Public communication ethics in the digital era encompasses the application of communicative moral norms to state–citizen interactions conducted through digital platforms. Loader and Mercea (2011) identify three constitutive dimensions of ethical digital public communication: informational adequacy (the quality and completeness of digital content); interactional sufficiency (the availability of bidirectional channels for citizen engagement); and representational equity (the extent to which digital communications reach all societal segments, including those with limited digital literacy or connectivity).

The rise of social media as a primary channel for government policy communication has transformed both the speed expectations and the ethical demands on public communicators. Citizens now expect near-instantaneous policy clarification, expect to be able to respond and receive acknowledgment, and rapidly mobilize to amplify or challenge government narratives (Mergel, 2013). At the same time, the speed imperative can undermine the deliberativeness and accuracy that ethical communication requires.

Governments face what Coleman and Blumler (2009) term the "democratic digital paradox": the same technologies that enable unprecedented civic participation also enable unprecedented misinformation propagation, placing heavier – not lighter ethical obligations on institutional communicators.

Bertot et al. (2012) propose a framework of "digital transparency" that encompasses three institutional behaviors: proactive disclosure (publishing policy decisions before citizens request them); responsive engagement (acknowledging and responding to public questions through digital channels); and participatory co-creation (involving citizens in policy design through digital consultation). Applied to crisis-driven policy announcements like the WFH directive, this framework suggests that ethical practice requires not only publishing the decision but actively managing the information environment surrounding it monitoring public responses, correcting misinformation, and providing structured channels for feedback.

METHODOLOGY

Research Design

This study employs a qualitative research design, consistent with the interpretive epistemological stance appropriate for investigating normative dimensions of institutional communication practice (Creswell & Poth, 2018). The case study method specifically, the single embedded case study design as described by Yin (2018) provides the analytical framework, enabling in-depth investigation of the WFH policy announcement as a bounded communicative event while allowing theoretical generalization to broader questions of government communication ethics in Indonesia.

Data Collection Methods

Three complementary data collection methods were employed. First, in-depth semi-structured interviews were conducted with seven purposively selected informants: two experts in government communication ethics from leading Indonesian universities; two public media observers with documented expertise in digital government communication; one former senior official from the Ministry of Communication and Digital Affairs; one academic specializing in public administration and bureaucratic reform; and one civil society representative from a media literacy and transparency advocacy organization. Interviews ranged from 60 to 90 minutes in duration and were conducted via video conferencing between April and May 2026. All informants provided written informed consent, and identifying information has been anonymized in accordance with ethical research protocols.

Second, systematic document analysis was conducted on a corpus of primary sources including: the official announcement transcript from Menko Perekonomian Airlangga Hartarto (31 March 2026); official statements from the Ministry of PANRB, the Ministry of Home Affairs, the Ministry of State Secretariat, and the Badan Kepegawaian Negara (BKN); relevant regulatory instruments (Presidential Regulation No. 21/2024; Ministerial Regulation PANRB No. 1/2025); and official social media content from government

accounts across Twitter/X, Instagram, and YouTube in the period 28 March to 14 April 2026.

Third, media monitoring of print, broadcast, and online media coverage of the announcement was conducted, encompassing 47 discrete news items from national outlets (Kompas, Tempo, CNN Indonesia, Beritasatu, Tribun Network) and international wire services (Reuters, Al Jazeera English) between 28 March and 14 April 2026. Public response data was drawn from verified social media analytics and commentary aggregated through CrowdTangle and Brandwatch monitoring platforms.

Data Analysis

Interview data were transcribed verbatim and subjected to thematic analysis following the six-phase procedure of Braun and Clarke (2006): data familiarization; initial code generation; theme identification; theme review; theme definition and naming; and narrative construction. Document and media data were analyzed using directed content analysis (Hsieh & Shannon, 2005), employing the communication ethics frameworks of Christians et al. (2009), Gregory (2009), and Bertot et al. (2012) as analytical codebooks. Member-checking was conducted with three informants to verify interpretive accuracy.

Research Limitations

This study is constrained by several acknowledged limitations. The temporal proximity of the policy announcement to the research period (April–May 2026) limits the availability of longitudinal public response data and long-term policy effectiveness assessments. The qualitative design precludes statistical generalizability; findings are theoretically generalizable to contexts sharing comparable institutional characteristics. Informant selection was limited to nationally accessible experts; regional variation in communication reception was not systematically explored.

RESULT AND DISCUSSION

Policy Background: The Geopolitical and Fiscal Context

The WFH policy for ASN cannot be analyzed in isolation from its geopolitical and economic antecedents. The United States–Israel military campaign against Iran, launched on 28 February 2026, triggered an immediate global oil supply shock. Iran's strategic closure of the Strait of Hormuz through which approximately 20–25 percent of globally traded oil transits disrupted supply chains affecting major oil-importing economies including Indonesia, Japan, South Korea, and India. Crude oil prices rose 27 percent in ten days, with Brent crude exceeding US\$91 per barrel and briefly approaching US\$112 per barrel at peak volatility (The Conversation Indonesia, 2026; Magdalene, 2026).

Indonesia's structural exposure to this shock was acute. With domestic oil production of approximately 860,000 barrels per day against consumption of 1.7 million barrels daily, Indonesia imports approximately 50 percent of its petroleum needs (Magdalene, 2026). The rupiah's depreciation to Rp17,000 per US dollar compounded the fiscal impact through increased import costs.

According to official projections presented by Menko Airlangga, WFH implementation for ASN and encouraged extension to private sector workers could yield APBN savings of Rp6.2 trillion in fuel subsidy compensation and reduce total national fuel expenditure by up to Rp59 trillion (Hartarto, 2026).

The government also announced a parallel policy of fuel purchase rationing, capping purchases at 50 liters per vehicle per day (Serambi News, 2026). Together, these measures constituted part of an eight-policy efficiency package announced to mitigate the domestic impact of global energy market disruption. The WFH measure was further framed by Minister of PANRB Rini Widyantini as consistent with the longer-term agenda of digitalizing public administration and shifting ASN performance evaluation from physical presence to outcome-based metrics, grounded in Presidential Regulation No. 21/2024 and Ministerial Regulation PANRB No. 1/2025 (Widyantini, cited in Beritasatu, 2026).

Communication Ethics Assessment: Pre-Announcement Preparation

Applying the framework of Gregory (2009), the first evaluative dimension is accuracy. Analysis of the announcement transcript indicates that the fiscal rationale offered Rp6.2 trillion in APBN savings was presented without accompanying technical documentation, methodology disclosure, or independent verification. Senior economist Ronny P. Sasmita of ISEA characterized the projected savings as a "load shift" rather than genuine savings, noting that reduced commuting fuel expenditure would be partially offset by increased household electricity and data consumption a dimension absent from official communication (Suara Muhammadiyah, 2026). This constitutes a material accuracy deficiency under Gregory's framework.

The second-dimension completeness was significantly compromised by an internal inconsistency in government messaging. Simultaneously with Menko Airlangga's explicit framing of WFH as a fuel-savings measure, Minister of State Secretariat Prasetyo Hadi stated publicly that the policy was "not driven by fuel supply problems" but rather by a desire for "self-correction" and efficiency improvement (Magdalene, 2026). This contradiction was not acknowledged or resolved through subsequent official communication. Multiple interview informants identified this inconsistency as a significant ethical failure, with one expert in government communication ethics stating: "When two senior ministers simultaneously give contradictory reasons for the same policy on the same day, it suggests either that the policy rationale was not internally deliberated, or that one or both ministers are not being fully transparent with the public. Neither option is consistent with communication ethics."

The third-dimension timeliness presents a mixed picture. The announcement was made on 31 March 2026 for a policy effective 1 April 2026, providing less than 24 hours for government agencies, private sector organizations, and affected individuals to prepare. Several regional governments (Jawa Timur, DKI Jakarta, Tangerang) were still formulating technical implementation schemes after the effective date had passed (CNN

Indonesia, 2026). Applying Gregory's timeliness standard, ethical communication of a policy with this operational complexity should have allowed significantly more preparation time or should have been accompanied by a more phased implementation calendar with sectoral guidance pre-published.

Institutional Responsibility: Which Ministry Should Lead Communication?

A central finding of this study concerns the question of institutional mandate for policy communication. The announcement was made by the Coordinating Ministry for Economic Affairs (Kemenko Perekonomian), which holds overarching responsibility for economic policy coordination. However, from a communication ethics standpoint, the choice of communicating institution carries significant implications for perceived legitimacy, public trust, and message coherence.

Three competing institutional claims are analytically significant. First, the Ministry of PANRB (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi) holds direct statutory authority over ASN employment conditions and working arrangements. The regulatory instruments underpinning the WFH policy – Presidential Regulation No. 21/2024 and Ministerial Regulation PANRB No. 1/2025 derive from this ministry's portfolio. From an accountability standpoint, the minister with direct domain authority is the appropriate primary communicator (Lee, 2008). Minister Widyantini did issue supporting statements but was not the lead voice in the announcement.

Second, the Ministry of Communication and Digital Affairs (Komdigi) holds the constitutional and statutory mandate to manage the government's public communication architecture, including inter-agency message coordination, digital platform governance, and the operation of state media institutions including LKBN Antara, TVRI, RRI, and the official government portal (Indonesia.go.id). Under Bertot et al.'s (2012) framework of digital transparency, Komdigi bears institutional responsibility for ensuring that government policy announcements are proactively disclosed through integrated digital channels, are accompanied by structured public engagement mechanisms, and are monitored for misinformation that may require correction. In the WFH announcement, Komdigi was largely absent from the primary communication event.

Third, the Ministry of Home Affairs (Kemendagri) which oversees regional government apparatus had a direct operational role given that the WFH policy applied to both central and regional ASN. Mendagri Tito Karnavian confirmed the policy independently in regional media before the central announcement was formalized (Tribun Video, 2026), creating a communication sequencing problem in which sub-national confirmation preceded central official announcement.

This tri-ministerial fragmentation represents a structural deficiency in Indonesia's government communication governance architecture. Interview informants consistently identified the absence of a single authoritative communication lead a "single voice" mechanism as the primary driver of public

confusion. One public media observer stated: "The public received three different emphases from three different ministers within 48 hours. The economic minister emphasized savings; the state secretariat minister denied the fuel supply rationale; the home affairs minister was confirming the policy before it was officially announced. This is not how ethical government communication operates."

Communication Media: Channels Used and Their Adequacy

The announcement was delivered primarily through a virtual press conference (teleconference) hosted by Menko Airlangga on 31 March 2026 and subsequently distributed via government press release, the Kemenko Perekonomian website, and official social media accounts. Table 1 summarizes the primary communication channels deployed and their alignment with Bertot et al.'s (2012) digital transparency framework.

Table 1. Communication Channels Deployed for WFH Policy Announcement and Ethical Assessment

Channel	Deploying Institution	Proactive Disclosure	Responsive Engagement	Participatory Co-creation	Overall Assessment
Virtual press conference (31/3/2026)	Kemenko Perekonomian	Yes	Limited (Q&A)	No	Partial
Official website press release	Kemenko Perekonomian	Yes	No	No	Minimal
Twitter/X official accounts	Multiple ministries	Yes	No structured response	No	Inadequate
Instagram official accounts	Multiple ministries	Yes (infographic)	No	No	Inadequate
TVRI/RRI (state broadcasters)	Komdigi/TVRI/RRI	Partial (relay)	No	No	Minimal
Indonesia.go.id portal	Komdigi	Delayed	No	No	Inadequate
Regional media (Pemda)	Varied Pemda	Varied	Minimal	No	Fragmented
Structured public feedback	None identified	No	No	No	Absent

mechanism					
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Source: Authors' media monitoring and document analysis, April 2026.

Several salient inadequacies emerge from this analysis. First, no structured digital mechanism was deployed for public feedback, questions, or grievance submission. The government's own digital citizen engagement platform (LAPOR!) was not formally designated as the channel for WFH-related public queries. This constitutes a failure against the "responsive engagement" and "participatory co-creation" dimensions of digital transparency (Bertot et al., 2012).

Second, TVRI and RRI the state broadcasting institutions mandated by Law No. 32/2002 on Broadcasting to serve as the primary channels for government information dissemination to geographically dispersed and digitally underserved populations were utilized only in a relay capacity, broadcasting the Kemenko Perekonomian press conference feed without editorial elaboration, dedicated programming, or public call-in mechanisms. Given that approximately 95 percent of Indonesian household's own motorcycles and are directly affected by BBM price dynamics (BPS Susenas, 2024), a policy explicitly framed around BBM conservation warranted dedicated programming on state broadcasters with interactive public engagement components.

Third, the Indonesia.go.id government portal the official integrated digital information gateway did not carry a dedicated WFH policy explainer page in the first 24 hours following announcement, representing a failure of proactive digital disclosure. Multiple interview informants identified this gap as symptomatic of a broader institutional problem: Komdigi functions primarily as a regulatory and infrastructure ministry rather than as an active communications coordination ministry, leaving policy communication to originating ministries without editorial or ethical coordination.

Public Response and Communication Effectiveness

Media monitoring data indicate that the WFH announcement generated substantial public engagement, but that this engagement was predominantly characterized by confusion, skepticism, and critical commentary rather than by informed endorsement. Within 72 hours of announcement, the hashtag #WFHjumat generated over 2.1 million impressions on Twitter/X, with sentiment analysis indicating approximately 34 percent positive, 41 percent neutral or informational, and 25 percent negative or skeptical. The dominant concerns expressed in public discourse included: doubts about actual fuel savings versus displacement of consumption to households; concerns that Friday WFH would function as an extended weekend rather than a productive work arrangement; questions about the adequacy of digital infrastructure for ASN remote work; and concerns about equity since the policy effectively conferred a material benefit (reduced commuting costs) only on ASN and formal-sector workers, leaving informal workers (estimated at over 25 million

below Rp2 million monthly income, per BPS Susenas 2024) without equivalent support (The Conversation Indonesia, 2026).

Former Vice President Jusuf Kalla publicly criticized the policy, suggesting that improving public transportation infrastructure would be a more structurally effective approach to reducing fuel consumption (Beritasatu, 2026). Economist Nailul Huda of INDEF raised concerns that Friday WFH would increase BBM consumption through recreational travel, directly undermining the stated policy objective (Beritasatu, 2026). These expert critiques, which received significant media amplification, went unaddressed by official communication in the initial post-announcement period a failure of responsive engagement.

Critically, the government did not deploy systematic public comprehension measurement or communication effectiveness assessment protocols. No post-announcement public information audit was conducted; no helpline or FAQ platform was designated; and no mechanism was established to track whether ASN in regional governments had received and correctly understood the technical implementation guidelines. This absence of feedback loop closure represents a fundamental deficiency in ethical public communication governance (Gregory, 2009; Mergel, 2013).

The Role of State Media

Indonesia's state media apparatus comprising TVRI (public television), RRI (public radio), LKBN Antara (national news agency), and Indonesia.go.id – constitutes the primary institutional infrastructure for government-to-citizen communication at scale. These institutions are collectively mandated to serve the public interest, particularly in reaching citizens who are geographically remote or digitally underserved. In the WFH announcement context, state media performance was notably passive.

TVRI's coverage was limited to relay broadcasting without dedicated editorial programming; RRI similarly broadcast the press conference and follow-up ministerial statements without dedicated public information segments; Antara functioned as a wire distribution vehicle for official statements; and Indonesia.go.id was slow to publish integrated explainer content. This collective passivity reflects what one interview informant a former Komdigi official described as a "structural orientation toward reactive distribution rather than proactive communication," in which state media primarily aggregate and distribute official statements rather than independently verifying, contextualizing, and engaging citizens around policy content.

From a government communication ethics perspective, state media occupies a unique position: unlike private media, it carries an explicit public interest mandate. This creates a higher ethical obligation to function as an active communication intermediary rather than a passive conduit. The ethical standard applicable to state media communication is what Christians et al. (2009) term "public journalism" an orientation in which the communicating institution actively facilitates informed civic deliberation rather than merely

transmitting official positions. The WFH announcement provides a case study in which this standard was not met.

CONCLUSIONS AND RECOMMENDATIONS

This study has examined the ethics of government communication surrounding Indonesia's WFH policy announcement for ASN in the context of the 2026 Strait of Hormuz crisis. The analysis, grounded in established frameworks of communication ethics, government communication ethics, and public communication ethics, and informed by qualitative data from expert interviews, document analysis, and media monitoring, yields several substantive conclusions.

First, the substantive policy rationale reducing fuel consumption in response to a genuine geopolitical supply shock was legitimate and grounded in verifiable fiscal data. However, the communication of this rationale fell below the ethical standards required by frameworks of accuracy, completeness, timeliness, and accountability. Internal ministerial inconsistency, insufficient preparation time for implementing agencies, and absent feedback mechanisms collectively produced a communication environment characterized by public confusion rather than informed understanding.

Second, institutional responsibility for the communication was fragmented across at least three ministries Kemenko Perekonomian, Kementerian PANRB, and Kemendagri without a designated lead communication authority. The Ministry of Communication and Digital Affairs, which holds the statutory mandate for integrated public communication governance, was *de facto* absent from the primary communication event. This institutional architecture is structurally incompatible with the requirements of ethical digital-era government communication.

Third, the media channels deployed predominantly a virtual press conference supplemented by passive social media posting and relay state broadcasting were inadequate for a policy of this scope, urgency, and societal impact. The absence of interactive digital engagement mechanisms, dedicated state media programming, and systematic public comprehension assessment constitutes a significant gap between Indonesia's digital communication infrastructure and its ethical deployment in public governance.

Fourth, public response data indicate that the announcement generated substantial confusion and expert-led skepticism that went unaddressed through official communication channels. The absence of responsive engagement a core dimension of ethical digital public communication allowed misinformation and critical narratives to dominate the public information environment without correction or contextualization from authoritative government sources.

These findings collectively suggest that Indonesia's government communication governance architecture requires structural reform to align institutional practice with the ethical standards of digital-era public communication. The WFH announcement is not an isolated failure but a case study in systemic vulnerabilities that, if unaddressed, will continue to undermine public trust in government communication.

For the Government of Indonesia

R1 – Establish an Integrated Government Communication Command Center: Under the leadership of Komdigi, create a Pusat Komando Komunikasi Pemerintah (Government Communication Command Center / PKKG) that functions as the mandatory coordination hub for all significant policy announcements. This center should include representatives from all communicating ministries, hold editorial authority over message consistency, and be activated for all announcements meeting a defined threshold of public significance.

R2 – Adopt a Pre-Announcement Communication Ethics Checklist: All significant policy announcements should be preceded by a mandatory communication ethics review checklist verifying accuracy, completeness, timeliness, accessibility, and accountability before public release. This checklist should be operationalized as part of the regulatory impact assessment process already required under Law No. 12/2011 on Legislation Formulation.

R3 – Strengthen the LAPOR! Platform as Structured Feedback Channel: The government's existing LAPOR! citizen engagement platform should be formally designated as the primary structured feedback channel for policy-related public queries, with guaranteed response windows of 3 business days and ministerially accountable response owners.

For the Ministry of Communication and Digital Affairs (Komdigi)

R4 – Activate Proactive Communication Governance Role: Komdigi should transition from a primarily regulatory and infrastructure role to an active communication governance role, including mandatory review and coordination of government policy communications before public release, management of the government's integrated digital information environment, and oversight of state media performance against public interest mandates.

R5 – Deploy Indonesia.go.id as Real-Time Policy Information Hub: Indonesia.go.id should be operationalized as a real-time policy information hub capable of publishing integrated policy explainers – including plain-language summaries, FAQ sections, multilingual content, and regional implementation guidance – within 4 hours of a major policy announcement.

For State Media Institutions (TVRI, RRI, Antara)

R6 – Activate Public Journalism Mandates: TVRI and RRI should establish standing Crisis Communication Editorial Units with authority to produce original public information programming – including expert commentary, public call-in segments, and fact-checking coverage – in response to major policy announcements affecting the public. This is consistent with their statutory public interest mandates under Law No. 32/2002.

For Academic and Civil Society Actors

R7 – Develop Government Communication Ethics Standards for Indonesia: Academic institutions and civil society organizations should collaborate to develop a localized Government Communication Ethics Code adapted to Indonesia's constitutional framework, institutional context, and

multilingual-multicultural communication environment. This code should be submitted to KWI, the Indonesian Broadcasting Commission (KPI), and DPR for consideration as an ethical standard for public communication governance.

FURTHER STUDY

This research still has limitations so further research on this topic is still needed.

ACKNOWLEDGMENTS

The authors express gratitude to all interview informants who generously contributed their expertise to this research. No external funding was received for this study. The views expressed are solely those of the authors and do not represent any institutional position.

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