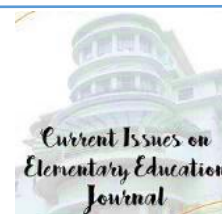




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FACING THE TIMES: CHALLENGES OF INDONESIA'S GOVERNMENT SYSTEM IN THE MODERN ERA

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ABSTRACT

In this rapidly evolving modern era, the Indonesian government faces various challenges that can affect the quality and effectiveness of national governance. The purpose of this article is to identify and analyze five major issues challenging Indonesia's governmental system. These include digitalization and technology, transparency and accountability, corruption and integrity of state apparatus, public participation and substantive democracy, and social and technological complexity. Through a descriptive approach and evidence-based analysis using scholarly references, this article concludes that although progress has been made in various aspects of governance, many obstacles remain to be overcome to create a better governance system. Amid the challenges of digitalization and technology, transparency and accountability remain issues in data management and information protection, demanding equitable infrastructure and equal access across Indonesia. Despite reforms, anti-corruption efforts need to be strengthened through stricter oversight. Meanwhile, substantive democracy and public participation require increased political awareness and the use of technology to enhance civic engagement. Lastly, technological complexity and social diversity highlight the need for the Indonesian government to keep pace with technological advancements and social pluralism.

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1. INTRODUCTION

Indonesia's governance system has undergone continuous change since the reform era in 1998. The transition from an authoritarian system to a constitutional democracy has opened up opportunities for creating more inclusive and transparent public policies. However, with the changing times marked by technological innovation, social complexity, and political change worldwide, the Indonesian government now faces new challenges that cannot be addressed with traditional methods. Institutional reform, the digitalization of public services, and demands for transparency and accountability are crucial issues that require concrete and sustainable implementation.

Amidst rapid digital advancements, the Indonesian government is required to adapt to new ways of leading the country. E-government, integrated data utilization, and technology-based services are unavoidable. These changes offer promise for increased efficiency, speed of service, and ease of access for the public. However, a lack of infrastructure readiness, disparities in digital literacy, and weak regulations pose challenges that could contribute to the digital divide and exacerbate inequities in public services (Nurhakim, 2014; Syarifuddin et al. , 2024).

Beyond technological aspects, transparency and accountability remain key concerns. In a healthy democratic system, the government is accountable to the public for every decision and budget management. However, in practice, there are still many shortcomings in oversight, information transparency, and the weak position of independent oversight bodies. Ramadhani et al. (2025) revealed that improvements in regional financial management are often hampered by a closed bureaucratic culture and low public involvement in decision-making.

Furthermore, corruption remains a serious problem that undermines the integrity of the Indonesian government system. Despite numerous efforts, such as the establishment of the Corruption Eradication Commission (KPK), the reporting system for state officials' assets (LHKPN), and bureaucratic reform, corruption continues to occur frequently in various government sectors. This phenomenon demonstrates that efforts to eradicate corruption are not sufficient with a formal legal approach alone; they also require a focus on ethics and the development of a strong culture of integrity within the state apparatus (Trianjaya, 2024).

In the context of democracy, Indonesia is often considered one of the countries with the fastest democratic progress in Southeast Asia. Fair and open elections, media freedom, and the growth of political parties are official indicators of the democratization process. However, upon closer examination, the developing democracy still tends to be procedural and has not yet reached the substantive aspects that ensure social justice, active citizen involvement, and protection for marginalized groups (Hanisa & Firdaus, 2023). Public involvement in policy-making is often only formal, with no room for real dialogue between government and society.

The modern era is also marked by unprecedented social and technological complexity. Globalization, urbanization, economic inequality, and technological advances such as artificial intelligence and big data present new challenges for governance systems. Governments are required not only to be responsive to public needs but also to formulate inclusive, adaptive, and future-oriented policies. This complexity drives the need for a governance approach that is more than merely bureaucratic, but also collaborative, evidence-based, and able to accommodate diverse perspectives from academia, civil society, and the private sector. (Pardi, 2024; Suharto, 2012).

Faced with this situation, many argue that the structure and culture of the Indonesian government require change. Structurally, improvements need to be made by simplifying the

bureaucracy, increasing the effectiveness of state institutions, and improving coordination between various agencies. Institutional regulation is crucial to avoid overlapping, potentially confusing, tasks in the implementation of state duties. Culturally, a shift in mindset among state officials is necessary. A work culture that emphasizes integrity, service, and innovation must be a key characteristic of every public policy implementation (Indrayati, 2024).

Furthermore, it is crucial to integrate the values of Pancasila as the foundation of the state into modern governance practices. Amidst the currents of globalization and the strong influence of foreign cultures, Pancasila serves as an ethical and ideological foundation that can ensure the direction of national development remains aligned with the nation's identity. Zahro et al. (2024) reminding that strengthening ideology in government is not a form of conservatism, but is a strategic step to maintain sovereignty in the face of changing times.

Therefore, this paper aims to comprehensively explain the main challenges facing the Indonesian government system in the modern era. This discussion will focus on five important aspects: (1) technology and digitalization; (2) accountability and transparency; (3) state apparatus integrity and corruption; (4) substantive democracy and public participation; and (5) social and technological complexity. These five aspects were chosen because they are interrelated and are the main indicators of success in managing a modern, just, and inclusive government. Changes in the times have brought disruption to various aspects of life, including governance.

The digital era and the Industrial Revolution 4.0 are driving the transformation of public service systems, demanding efficiency, openness, and accountability. In Indonesia, the complexity of governance challenges stems not only from technological aspects but also from socio-political and conventional bureaucratic culture. This study is important because many policies have not been able to comprehensively address the dynamics of the times, such as abuse of authority, low public participation, and systemic corruption. Although numerous studies on bureaucratic reform have been conducted, there are still gaps in comprehensively mapping the systemic challenges in this modern era. Therefore, this paper aims to explain thematically the challenges of the Indonesian government system and conceptually alternative solutions.

Using descriptive qualitative methods and a literature review of various recent scientific journals, this article seeks to provide deeper insight into the current state of Indonesia's governance system. It is hoped that this discussion can provide reflection and input for policymakers and stakeholders in designing a governance system that is more responsive to the challenges of the times, while still adhering to the nation's core values. The success of a governance system is determined not only by the ideality of its rules, but also by the state's ability to adapt to societal dynamics while maintaining legitimacy, efficiency, and social justice (Fernando & Siletty, 2024).

2. METHODS

This study uses a descriptive qualitative approach with literature research as the primary foundation for exploring and analyzing challenges to Indonesia's modern governance system. This approach was chosen because the issues studied are closely related to the dynamics of evolving public theory and policy, and require a deep understanding of the context, practices, and policy responses reflected in various scholarly sources and policy documents.

Descriptive qualitative research aims to provide a systematic and in-depth narrative regarding the phenomenon being studied (Creswell, 2013). In this study, the author attempts to uncover the complex dimensions of the Indonesian government system through an understanding of academic documents, such as scientific journals, articles in proceedings, and related reference books. This research does not aim to test a hypothesis but to explain, interpret, and synthesize information from scientific sources to map the real challenges facing the Indonesian government.

The primary data sources for this study consisted of 21 national scientific journal references selected based on relevance, timeliness (most were published between 2022 and 2025), and scientific authority. These journals cover various fields of study, such as constitutional law, public administration, public policy, and socio-political sciences. Examples of journals used in the primary analysis include *Multilingual: Journal of Universal Studies*, *EL-SIYASA*, *Sovereignty*, *CENDEKIA*, and *Quantum Juris*, which focuses on understanding the challenges of digitalization, transparency, corruption, public participation, and technological complexity in the context of the Indonesian government system.

The approach used in this paper is a qualitative-descriptive literature-based approach. Data were collected from national and international journals published between 2015 and 2024. Sources were selected based on their relevance to the topics of government, bureaucracy, digitalization, and public governance. A total of 45 articles were reviewed using a purposive sampling method. Inclusion criteria included peer-reviewed publications, a focus on the Indonesian context, and thematic discussions on modern governance systems. The analysis technique used thematic content analysis with manual coding to identify relevant patterns, challenges, and strategic solutions.

Data were collected through online searches of academic journals, including official open-access journal portals, university digital databases, and other scientific repositories. Each selected journal was thoroughly analyzed by reading the entire article, noting key points, and classifying the findings based on five predetermined main themes. Content analysis techniques were used to identify patterns, arguments, and key ideas within each reference, and to align them with the current reality of Indonesian governance.

During the analysis, the author also applied the principle of source triangulation, namely by comparing results from various references to increase the validity and objectivity of the conclusions drawn. In addition, an interpretive approach was used to understand the meaning behind the text data, taking into account the political, social, and technological context surrounding each issue studied.

By using this approach, it is hoped that the study's results will not only be descriptive but also provide a critical and reflective understanding of the state of Indonesia's governance system in the modern era. This research also serves as an initial step in encouraging more responsive, evidence-based academic and policy dialogue in addressing current governance challenges.

3. RESULTS AND DISCUSSION

3.1 Results

Through an analysis of selected scientific journals, five key challenges facing the Indonesian government system in the modern era were identified. These challenges include digitalization and technology, transparency and accountability, corruption and integrity of government officials, public participation and substantive democracy, and complexity in social and technological aspects. These findings emphasize the need for the Indonesian government to adapt quickly to the increasingly complex changes of the times.

Table 1. Challenges to the Indonesian government system are divided into five main themes.

| Theme | Challenge Description |
|---------------------------------|---|
| Government Digitalization | Lack of digital infrastructure and low literacy of ASN. |
| Transparency and Accountability | Internal audit mechanisms and public access to information are still weak. |
| Structural Corruption | Systemic corruption in public institutions and low deterrent effect of the law. |
| Substantial Democracy | Public participation is still procedural, not substantive. |
| Socio-Technological Complexity | Unpreparedness to face social changes due to technology and globalization. |

The implementation of digitalization in the Indonesian government system is an unavoidable challenge. Information and communication technology has penetrated almost all aspects of life, including the government administration sector. As expressed by Syarifuddin et al. (2024), While digitalization offers significant opportunities to improve the efficiency of public services, it also raises issues related to uneven technological infrastructure and data security vulnerabilities. For example, although e-government has been implemented in various regions, disparities in its implementation remain, particularly in remote areas lacking adequate internet access (Mudrikah et al. , 2024).

In terms of transparency and accountability, Indonesia faces a number of challenges related to state financial management and bureaucracy which is still hampered by corrupt practices and inefficiency (Hanisa dan Firdaus, 2023). In this digital era, society increasingly demands transparency, along with the existence of digital platforms that facilitate real-time access to information. However, as mentioned by Indrayati (2024), Although there has been progress in more open public policies, less than optimal implementation in several sectors has resulted in low levels of public trust in government institutions.

Corruption remains a major focus in discussions about Indonesia's system of government, despite numerous efforts to address it Trianjaya (2024) emphasized that corruption among state officials remains a serious challenge to strengthening the integrity of the government system. Furthermore, the integrity of government officials in carrying out their duties is often questioned, particularly in the procurement of goods and services, which is vulnerable to fraud. Bureaucratic reform, which is expected to reduce opportunities for corrupt practices, still faces various structural and cultural obstacles (Abdullah, 2023).

Public participation in the political decision-making process still faces many obstacles, even though Indonesia has adopted a more open democratic system. Hamidi et al. (2024) demonstrates that although elections and other democratic procedures are increasingly open, the influence of powerful political elites often hinders the political participation of ordinary citizens. Furthermore, substantive democracy, which prioritizes not only free and fair election procedures but also public influence and participation in public policy, has not yet been fully realized in Indonesia. This has led to public dissatisfaction with a government perceived as unrepresentative.

Social and technological complexity is another challenge Indonesia must face in the modern era. In many aspects, the government needs to address the rapidly evolving social issues brought about by technological advancements. Badrun (2018) explains that technological developments have a significant impact on social dynamics and interactions between individuals, which also influence patterns of interaction between society and the government. Issues such as disinformation, social polarization, and unequal access to information technology further exacerbate existing social tensions. The government needs to develop policies that focus not only on technological aspects but also consider the social factors surrounding society.

3.2 Discussion

Transparency and accountability are two key elements for the effectiveness of Indonesian governance. In the era of information transparency, the public is increasingly demanding an open and accountable government. Despite progress, challenges remain to truly realize the desired governance. Transparency relates to the extent to which the government is willing to share information with the public, such as policies and budget management. According to Indrayati (2024), Although policies supporting transparency, such as budget and financial report publication, exist, their implementation is hampered by a lack of official awareness and low public trust. As a result, important information is often difficult to access. Access issues also arise in the use of technology. Digital platforms such as government websites and apps have begun to be used, but many regions still lag behind in their implementation (Mudrikah et al., 2024). This digital divide makes it difficult for people in remote areas to access important information.

Accountability is closely related to the government's ability to explain its decisions and actions. Trianjaya (2024) stated that oversight mechanisms remain weak. Despite the Corruption Eradication Commission (KPK)'s role as a supervisory body, the reporting system and complaint channels are not yet effective and easily accessible to the public. Regarding budgeting, despite the implementation of systems like the SIPKD (Special Budget Management System), there are still challenges in managing its capacity. Yanti et al. (2025) highlighted numerous cases of budget misuse due to weak official capacity. It is hoped that bureaucratic reform will strengthen oversight and the effectiveness of fund use.

Digital technologies such as e-government play an important role in promoting openness. Syarifuddin et al. (2024) stated that the public can now more easily access budget and policy information. However, Hanisa dan Firdaus (2023) reminding that this system still has weaknesses, especially regarding data accuracy and security. Public participation is also crucial. Badrun (2018) emphasized that public involvement in oversight will strengthen accountability. A secure and reliable reporting system is one way for the public to voice complaints without fear of retaliation. Overall, while progress has been seen, significant challenges remain. Therefore, collaboration between technology, regulations, and society is needed to create a transparent and accountable government for all.

Corruption is one of the main challenges facing the Indonesian government, not only hampering economic development but also undermining public trust in state officials. Within government, corruption can undermine public confidence in the government and reduce the quality of public services. Addressing this problem requires a more comprehensive approach, involving government policies, oversight institutions, and active public participation in monitoring and reporting abuse of power..

In Indonesia, the problem of corruption is profound and widespread across various sectors, both at the central and regional levels. One of the main causes of this high level of corruption is weak oversight and a lack of morality among public officials. Syarifuddin et al. (2024) stated that despite efforts by institutions like the Corruption Eradication Commission to eradicate corruption, many cases remain unresolved due to weak oversight and the inability of law enforcement officials to conduct thorough investigations. Furthermore, inconsistent policies and weak sanctions for officials involved in corruption further exacerbate the situation.

Another factor that makes the problem of corruption worse is the lack of resources in various government institutions, which encourages bribery and gratuities. Indrayati (2024) Studies have shown that in many situations, civil servants and government officials who do not receive adequate salaries are often tempted to engage in corrupt practices as a way to meet their daily needs. This underscores the importance of improving the welfare of civil servants to reduce the incentives for abuse of power.

To tackle corruption, simply strengthening eradication agencies is not enough. Prevention is also a crucial aspect. Mudrikah et al. (2024) stated that implementing an effective and secure whistleblowing system could be one solution to reducing corruption among government officials. This system provides the public or government employees with the opportunity to report corrupt practices without fear of retaliation. However, one of the challenges faced is the lack of adequate protection for whistleblowers and low awareness of the importance of reporting in preventing corruption.

Furthermore, a more significant challenge is improving the integrity of state officials. Their integrity is a key element in efforts to eradicate corruption. Hanisa and Firdaus (2023) emphasized the need to build an anti-corruption culture starting with the recruitment and training of government employees. A transparent and meritocratic selection process is crucial to ensure that only individuals with high integrity join the government bureaucracy. Furthermore, education and training focused on government ethics also need to be strengthened to instill a strong commitment among officials to the values of honesty and justice.

However, building integrity among state officials is not an easy task. Trianjaya (2024) stated that the government must be more consistent in implementing rules and policies that support integrity. Stricter oversight of procurement practices, as well as state budget management, is essential to reduce opportunities for corruption. One step that can be taken is to strengthen the digitalization system in state administration management, as suggested by Yanti et al. (2025). With a transparent and publicly accessible digital system, the government can reduce the likelihood of officials engaging in corruption because all transactions and decisions can be directly monitored by the public. Bureaucratic reform is a crucial element in the fight against corruption. This reform process involves improving employee management systems, budgeting, and performance monitoring. Badrun (2018) emphasized that the success of bureaucratic reform does not depend solely on government policy, but also requires support from the public and external oversight bodies. These bodies need to be proactive in auditing government performance and providing suggestions for improvement. Overall, efforts to

eradicate corruption and improve the integrity of state officials require a comprehensive and sustainable approach. Improvements to the oversight system, more consistent policy implementation, and efforts to enhance integrity and ethics among civil servants are needed. Furthermore, the public needs to be encouraged to play a role in monitoring and reporting corruption, with adequate protection for whistleblowers. With these steps, Indonesia can reduce corruption and create a cleaner and more integrated government.

Substantive democracy goes beyond simply holding fair and free elections. It also encompasses the active participation of citizens in decision-making processes that impact their lives. In Indonesia, despite the existence of a democratic system, significant challenges remain regarding the quality of public participation and the government's willingness to listen to the people. Effective public engagement is a crucial element in building a government that is transparent, accountable, and concerned with the public interest.

One of the main obstacles to realizing substantive democracy is the difference between formal and genuine participation. Formal participation, reflected in elections and general elections, is commonplace in Indonesia. However, this participation is often limited to the election itself and does not involve the public in the policymaking process, monitoring, and evaluation of implemented policies. According to Mudrikah et al. (2024), Although people have the right to participate in elections, their involvement in other political activities—such as in the process of drafting the state budget or monitoring policies—is still very minimal.

In this case, ideal public participation in substantive democracy involves the public at various stages of decision-making, from planning, implementation, to policy evaluation. Syarifuddin et al. (2024) emphasized that to achieve substantive democracy, it is essential to have mechanisms that allow the public to provide feedback on government policies. One way to do this is by strengthening public consultation mechanisms and creating broader dialogue spaces for various civil society groups.

Furthermore, access to information is also a crucial factor in increasing effective public participation. One of the main obstacles to substantial public involvement in government is inadequate access to clear and transparent information regarding government policies. Indrayati (2024) explained that information related to government policy planning and implementation is often not conveyed clearly enough to the general public. As a result, the public is unable to provide constructive and relevant input on these policies. On the other hand, identity politics and social polarization also pose major challenges to achieving substantive democracy in Indonesia. Political approaches that focus too much on ethnic, religious, and group differences often hinder consensus and dialogue between diverse groups. Trianjaya (2024) He stated that this polarization often results in people engaging in narrow discussions within their own circles rather than broader dialogue for the common good. This diminishes the quality of democracy by hindering the creation of inclusive and equitable policies.

To overcome these challenges, improving political education is crucial. Hamidi et al. (2024) argue that quality political education can increase people's awareness of their political rights and how to contribute more to the democratic process. It can also help reduce public distrust of government and encourage their participation in policymaking.

Moreover, digital engagement has become crucial in today's democracy, especially with the rapid development of technology and social media. Yanti and her colleagues (2025) noted that digital technology can be used as an effective tool to increase public participation, particularly in accessing information and providing feedback on government policies. For

example, through online platforms and social media, the public can more easily express opinions and critique existing policies, as well as participate in broader public discussions.

However, digital engagement also faces various challenges, such as the problem of digital inequality—the difference in access to information technology—and fake news that can undermine the democratic process. Yusuf and friends (2024) emphasized that while digital engagement can increase public participation, challenges related to disinformation and polarization in the online realm must be carefully managed.

Overall, to achieve substantial democracy, Indonesia needs to address these various challenges, including strengthening access to information, expanding public participation in policymaking, and promoting quality political education. Furthermore, utilizing digital technology can also be a way to increase public participation, although strict oversight is needed to prevent potential misuse of information and disinformation.

In today's world, social and technological complexity poses significant challenges for the Indonesian government. Rapid social change, coupled with rapid technological advancements, has created new dynamics in societal interactions, ways of working, and political participation. This complexity is closely related to changes in social structures, cultural values, and the impact of technological advancements, which impact nearly every aspect of life, including governance.

One crucial element of social complexity is Indonesia's social and cultural diversity. With over 17,000 islands and over 300 ethnicities, Indonesia exhibits extraordinary social diversity. This situation poses a significant challenge for the government, as policies must be inclusive of all groups without excluding anyone. Hanisa dan Firdaus (2023) stated that in order to face this social complexity, it is very important for the government to ensure that the policies taken reflect the interests and rights of every group in society, especially marginalized groups who are often neglected.

However, this diversity not only presents challenges in policy development but also impacts social relations and interactions between groups. The social polarization that often arises from political, religious, and cultural differences is a major obstacle to reaching inclusive agreements. According to Syarifuddin et al. (2024), This polarization often worsens relations between social groups and ultimately impacts the quality of democracy and the country's political stability. Therefore, it is crucial for the government to encourage constructive and inclusive social dialogue to build understanding and consensus within a diverse society.

On the other hand, advances in digital technology have had a significant impact on social and governmental complexities. Information and communication technology (ICT) has made it easier for people to access a variety of information and created space for broader digital participation. Mudrikah et al. (2024) observed that technological advances provide significant opportunities for citizens to interact with the government, express their opinions, and even participate in policymaking through social media and other online platforms. However, technology also presents new challenges, such as increasing inequality in access to information, known as the digital divide.

This digital divide is a serious problem in Indonesia, considering the inequality in access to technology and the internet between urban and rural areas. Yanti et al. (2025) explained that while information technology has the potential to increase public participation, inequality in access can leave large segments of the population, especially those living in remote areas, excluded from the democratic process. Therefore, the government needs to ensure equitable access to technology so that all groups can participate in the digital space.

Furthermore, technology also poses challenges related to data privacy and security. With the increasing use of digital platforms for government activities, such as e-government, concerns have arisen about the misuse of individuals' personal data. Indrayati (2024) emphasized that without strict regulations, data misuse could threaten personal security and undermine public trust in the government. Therefore, it is crucial for the government to implement policies that ensure the protection of citizens' personal data.

On the positive side, technology has the potential to increase government openness and accountability. Nurhakim (2014) states that implementing e-government can accelerate public administration processes, reduce corruption, and make it easier for the public to access information about government policies and decisions. As long as it is used wisely and in accordance with ethical principles, technology can be a powerful tool for strengthening accountability.

However, technological developments also bring challenges in the form of incorrect information and fake news that can influence public views on government policies. As stated by Syarifuddin et al. (2024), The spread of misinformation through social media can obscure the truth and negatively impact public opinion. Therefore, it is crucial for governments and communities to collaborate in addressing disinformation, both through stricter regulations for digital platforms and by increasing digital literacy among the public.

In addressing these social and technological complexities, the Indonesian government needs responsive, transparent, and inclusive policies that address the negative impacts of technological advancement without neglecting the importance of social diversity. Furthermore, the government must strengthen collaboration between the public, community, and private sectors in developing infrastructure that promotes equitable access to technology and protects citizens' privacy and personal data.

The discussion deepens the five issues mentioned above by referring to good governance theory and the adaptive systems model. Modern governments are required to be responsive, collaborative, and data-driven. The challenges of digitalization cannot be met solely with applications, but also by increasing human resource capacity and changing work culture. The problem of corruption demands legal reform and the establishment of an integrity ecosystem at every level of the bureaucracy. Meanwhile, substantial democracy must involve citizens in decision-making, not just by attending elections. The complexities of the digital age require agile and adaptive systems with technology-based governance and public ethics.

4. CONCLUSION

In facing the various challenges facing Indonesia's modern governance system, several interrelated factors exist, including social, political, and technological ones. This article has identified five key issues that pose significant challenges to Indonesia's governance system: digitalization and technology, transparency and accountability, corruption and civil service integrity, public participation and in-depth democracy, and social and technological complexity. The analysis, based on various scientific references, shows that although Indonesia has demonstrated significant progress in many aspects of governance, significant challenges remain that need to be addressed to ensure the country's governance system operates more efficiently and fairly.

Digitalization and technology are among the most significant challenges facing Indonesia's governance system. Rapid digital transformation has presented numerous opportunities to improve public services, increase transparency, and strengthen public participation through digital platforms. However, a key challenge remains the digital divide, which reflects inequities in access to technology, particularly between urban and rural areas. This potentially threatens equal opportunities for all citizens to participate in democratic processes and governance. Therefore, it is crucial for the government to ensure equitable distribution of access to technology and the internet, and to reduce disparities in the provision of digital infrastructure.

Regarding transparency and accountability, while information technology has provided a means to increase transparency in public financial management and policy, significant issues remain regarding the potential misuse of citizens' personal data and the lack of protection for sensitive data. A transparent and accountable government system is crucial to prevent corruption and build public trust in state institutions. Proper implementation of e-government can simplify complex bureaucracy and increase efficiency, but it must be complemented by strict data protection to prevent misuse of information that could harm the public.

Challenges related to corruption and civil servant integrity require serious attention. Although Indonesia has taken various legal and administrative reforms to address corruption, corrupt practices remain a significant problem hindering good governance. Research shows that civil servant integrity needs to be strengthened through stricter oversight and firm law enforcement. The government also needs to foster a culture of integrity among public officials by involving the public in the oversight process. Furthermore, more focused policies are needed to create a government environment free from corruption and nepotism.

In terms of public participation and in-depth democracy, although democracy in Indonesia has progressed rapidly since the reform era, significant challenges remain related to the gap between formal and substantive democracy. Formal democracy places greater emphasis on formal aspects such as elections, while substantive democracy focuses more on the quality of public participation in the policy-making process. Therefore, it is crucial to increase public understanding and political awareness so that their participation in the political process is not merely a formality but has a real impact on better policies. The use of digital technology can be an effective tool in encouraging public participation in policy-making, but, as previously mentioned, this must be done in an inclusive manner and take into account existing social diversity.

The complexities of social and technological developments, the primary challenges discussed in this discussion, demonstrate that the Indonesian government needs to adapt to

rapid social change and leverage technology to improve government efficiency. The diversity of society, including ethnicities, religions, and cultures, necessitates policies that accommodate all levels of society. Furthermore, rapid technological developments need to be leveraged to increase transparency, efficiency, and accountability in government. However, the greatest challenge lies in ensuring that technology is used wisely and does not exacerbate social inequalities, both in terms of access to information and political participation.

The problems facing Indonesia's modern governance system cannot be resolved overnight. It requires sustained commitment, collaboration between the government, the public, and the private sector, and the active involvement of all parties in strengthening clean, transparent, and accountable government institutions. Furthermore, improvements in technology management, personal data protection, and community empowerment through political education and digital literacy are essential to creating a democratic government that is responsive to the needs of the people. With the right strategy, Indonesia can overcome these challenges and ensure a better future for all Indonesians. This paper concludes that the modernization of Indonesia's governance system must be carried out comprehensively, not only through a structural approach, but also through cultural and digital ones. Digitalization, public participation, and transparency must go hand in hand.

Study limitations: This article uses only secondary data and is conceptual in nature.

Further research directions: Empirical research is needed to test the effectiveness of the proposed strategies in the field, as well as comparative studies between regions.

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