

**Enhancing Public Service Delivery Through Emergency Social
Programs: A Case Study of Jabar Quick Response
Implementation in West Java Province**

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ABSTRACT

The increasing complexity of social problems in the digital era demands governments to respond innovatively and swiftly. Jabar Quick Response (JQR), launched by the Governor of West Java, exemplifies an emergency program intended to expedite responses to urgent social and humanitarian issues. This study investigates the implementation of JQR through Edward III's framework, focusing on communication, resources, disposition, and bureaucratic structure. Employing a qualitative descriptive method with primary data from interviews and observations, and secondary data from official documents, this research analyzes how JQR addresses public complaints and social emergencies. Findings reveal that although the program has achieved significant progress in providing a swift response mechanism, challenges persist, including limited funding, insufficient public awareness, and fragmented coordination among stakeholders. This paper contributes to the discourse on public administration by highlighting the necessity of adaptive governance, collaborative networks, and strategic communication in emergency response programs.

Keywords: Bureaucratic Structure, Communication, Disposition, Jabar Quick Response, Public Policy Implementation

ABSTRAK

Meningkatnya kompleksitas permasalahan sosial di era digital menuntut pemerintah untuk merespons secara inovatif dan cepat. Jabar Quick Response (JQR), yang diluncurkan oleh Gubernur Jawa Barat, merupakan contoh program tanggap darurat yang bertujuan untuk mempercepat respons terhadap isu-isu sosial dan kemanusiaan yang mendesak. Studi ini mengkaji implementasi JQR melalui kerangka kerja Edward III, dengan fokus pada komunikasi, sumber daya, disposisi, dan struktur birokrasi. Dengan menggunakan metode deskriptif kualitatif dengan data primer dari wawancara dan observasi, serta data sekunder dari dokumen resmi, penelitian ini menganalisis bagaimana JQR menangani pengaduan masyarakat dan keadaan darurat sosial. Temuan penelitian menunjukkan bahwa meskipun program ini telah mencapai kemajuan signifikan dalam menyediakan mekanisme respons cepat, tantangan tetap ada, termasuk keterbatasan dana, kurangnya kesadaran publik, dan koordinasi yang terfragmentasi antar pemangku kepentingan. Makalah ini berkontribusi pada wacana administrasi publik dengan menyoroti pentingnya tata kelola yang adaptif, jaringan kolaboratif, dan komunikasi strategis dalam program tanggap darurat.

Kata Kunci: Struktur Birokrasi, Komunikasi, Disposisi, Jabar Quick Response, Implementasi Kebijakan Publik

INTRODUCTION

In the contemporary governance landscape, governments must adapt to the dynamic and fast-paced demands of society. In Indonesia, particularly West Java, rapid urbanization and socio-economic changes have intensified the urgency for responsive and adaptive public service mechanisms. The Jabar Quick Response (JQR) program is a provincial innovation aimed at expediting the handling of urgent public complaints,

focusing on humanitarian and social issues that require immediate action. This initiative reflects the growing integration of digital platforms into public administration to facilitate efficient communication between the government and citizens.

This study is motivated by the observed gap in public understanding and access to emergency social services, which often leads to dissatisfaction and skepticism towards governmental responsiveness (Ibrahim, 2014). Despite the program's strategic objectives and the potential for positive social impact, JQR's effectiveness hinges upon its implementation. Thus, the study adopts Edward III's model, emphasizing four critical variables: communication, resources, disposition, and bureaucratic structure. The success of such programs also contributes to enhancing citizen trust in government and can serve as a model for similar regions facing comparable social challenges (Putra & Khaidir, 2019). Moreover, the findings from this research provide valuable insights for policymakers aiming to refine public service mechanisms, especially in regions grappling with similar socio-political and economic dynamics (Trilestari, n.d.).

RESEARCH METHOD

A qualitative descriptive methodology underpins this research, utilizing both primary and secondary data. Primary data were collected through semi-structured interviews with JQR administrators and beneficiaries, along with observations of operational procedures. Secondary data comprised official reports, relevant policies, and existing literature on public service innovation and emergency response frameworks.

Data were analyzed using Miles and Huberman's interactive model: data reduction, data display, and conclusion drawing. Triangulation was employed to enhance data credibility, integrating interviews, documentation, and observation (Miles & Huberman, 1994). By incorporating multiple sources, the study ensured a comprehensive analysis

of the implementation dynamics and the factors influencing the success and limitations of JQR. Ethical considerations were also prioritized throughout the research process, with informed consent obtained from all participants and confidentiality maintained regarding sensitive information (Dull & Reinhardt, 2014).

RESULT AND DISCUSSION

Overview of Jabar Quick Response

JQR was launched on September 18, 2018, under the directive of Governor Ridwan Kamil to provide rapid response services for social and humanitarian emergencies. It operates through a centralized digital platform, integrating social media, a dedicated website, and hotline services. The program's objectives align with the provincial vision of 'Jabar Juara Lahir Batin,' emphasizing innovation and collaboration in public service delivery. This digital integration allows citizens from remote areas to submit their complaints and receive feedback without geographical barriers (Nunung et al., 2024).

JQR specifically addresses issues such as emergency health care, hunger and malnutrition, educational access interruptions, and inadequate housing. Its innovative approach signifies a shift from traditional bureaucratic processes to a more citizen-centric and technology-driven public service model, aligning with contemporary governance trends worldwide. Additionally, the program's success is also indicative of the growing recognition of the need for more responsive and agile public services that prioritize the needs and welfare of citizens above bureaucratic formalities.

Implementation Analysis Using Edward III's Framework

Communication

Effective communication is pivotal for policy implementation. JQR has established multiple communication channels, yet the study identifies gaps in public awareness and understanding of complaint procedures. Information dissemination remains inconsistent, limiting the program's reach, especially in remote areas. Clear communication of procedural guidelines and expected outcomes is essential to increase public engagement and trust (Akib, 2010).

Furthermore, communication within the organization and with external stakeholders plays a critical role in aligning objectives and ensuring cohesive action. Inconsistent messaging can lead to misunderstandings, decreased participation, and a lack of public confidence. Therefore, enhancing internal briefings, public outreach campaigns, and transparent reporting mechanisms are recommended strategies. Additionally, leveraging modern communication tools such as mobile applications and AI-driven chatbots could further streamline communication processes, enhance user experience, and ensure that information reaches a broader audience effectively.

Resources

Resource limitations are evident in staffing, funding, and technological infrastructure. The reliance on CSR partnerships for funding constrains JQR's capacity to address the volume of complaints. Human resources, though competent, are stretched thin, impacting response efficiency. Adequate financial resources are vital to maintain technological infrastructure and support outreach initiatives (Aneta, 2012).

Additionally, the program would benefit from investments in capacity-building for staff, ensuring they possess the skills necessary to manage crises effectively. Technological upgrades, such as advanced data analytics tools, could enhance the monitoring and evaluation processes, leading to more informed decision-making and improved service delivery.

Moreover, exploring alternative funding avenues, such as government grants, international aid, or public-private partnerships, could provide a more stable financial foundation for the program, ensuring its sustainability and capacity for growth.

Disposition

The commitment of JQR personnel is commendable, reflecting a positive disposition towards service excellence. However, bureaucratic rigidity and procedural delays occasionally undermine the agility expected in emergency responses. Staff attitudes towards innovation and change management are crucial for the successful adaptation of new practices within the organization (Akib, 2010).

To foster a proactive culture, it is imperative to provide continuous professional development and recognize exemplary performance. Encouraging a collaborative environment where feedback is valued and integrated into practice can also enhance employee motivation and organizational effectiveness. Furthermore, cultivating a culture of empathy and service-oriented attitudes among staff can significantly impact the quality of services delivered, fostering greater public satisfaction and trust in the program.

Bureaucratic Structure

The organizational structure of JQR supports cross-sector collaboration but lacks clear delineation of authority and responsibility across administrative levels. This ambiguity hampers coordination, particularly in crisis situations requiring swift inter-agency action. A more defined hierarchical framework with specified roles could streamline processes and reduce overlaps.

Establishing standardized operating procedures (SOPs) and inter-agency agreements would clarify responsibilities and facilitate smoother collaboration (Akib, 2010). Moreover, leveraging technology to create

integrated communication platforms can enhance coordination among departments and partner organizations, ultimately improving service delivery outcomes. Strengthening the organizational structure through clearer governance frameworks and accountability measures would not only enhance operational efficiency but also contribute to greater transparency and public confidence in the program.

Data Analysis of Complaints and Responses

Between 2019 and 2021, JQR received over 57,000 complaints, with approximately 400 cases fully resolved. The discrepancy highlights systemic challenges in processing and responding to public needs effectively. Data suggests that unresolved complaints often stem from non-compliance with procedural requirements or the absence of clear funding mechanisms.

Analysis indicates that public misunderstanding of eligibility criteria and procedural complexities contributes significantly to the volume of unprocessed cases. Enhancing transparency through detailed public guidelines and simplifying the reporting process could mitigate these issues. Furthermore, continuous monitoring and evaluation frameworks are essential to identify bottlenecks and implement corrective actions promptly. Establishing performance indicators and regular audits could further strengthen accountability and drive continuous improvement in service delivery (Aneta, 2012).

Comparative Perspective

Comparative analysis with similar programs, such as LAPOR! in Mataram City and E-Samsat in West Java, underscores common barriers in e-government initiatives: public literacy, inter-agency coordination, and sustainable resource allocation. JQR's reliance on digital platforms necessitates continuous public education and technological upgrades. Unlike JQR, some programs benefit from direct governmental funding,

which offers more stability and scope for expansion.

Drawing lessons from these programs, JQR could enhance its resilience by securing diversified funding sources, including public-private partnerships beyond CSR. Benchmarking best practices and fostering collaborations with successful initiatives can provide valuable insights and drive continuous improvement. Establishing feedback loops with service users can also help tailor services to community needs, enhancing relevance and effectiveness (Bahtiar, 2018). Moreover, integrating community-based approaches and participatory governance models can empower citizens, foster greater ownership of the program, and enhance its overall impact (Kurniawan, 2020).

Further Challenges and Future Directions

Beyond the issues of resources and structure, the success of JQR is also influenced by broader social and political dynamics within West Java. Political support is essential for ensuring the continuity and sustainability of such initiatives. As administrations change, so too can priorities, potentially jeopardizing long-term programs like JQR unless their benefits are clearly communicated and entrenched within the bureaucracy (Nunung et al., 2024).

Furthermore, the socio-cultural context of West Java presents unique challenges. Public perception of government responsiveness, levels of trust, and civic engagement all impact the effectiveness of programs like JQR. In communities where skepticism towards governmental initiatives is high, efforts must be doubled to foster trust and demonstrate tangible benefits. This requires not only effective communication but also the consistent delivery of results over time (Rahman Khan, n.d.).

In addition, technological literacy remains uneven across the region. While urban populations may readily engage with digital platforms, rural areas might face barriers in terms of access and understanding (Dyrenfurth

& Kozak, 1991). This digital divide can exacerbate inequalities in service provision and must be addressed through targeted outreach and education programs. Training initiatives aimed at increasing digital literacy among marginalized communities would enhance the inclusiveness and reach of JQR.

Another important future direction is the potential integration of JQR with other regional and national emergency response frameworks. By aligning with broader disaster management systems, JQR can leverage existing infrastructure and expertise, thereby enhancing its effectiveness. This integration would also facilitate a more holistic approach to public service, encompassing health, safety, and welfare in a unified manner.

The Role of Technology in Enhancing Service Delivery

Technology plays a pivotal role in the operational success of JQR. The use of centralized databases, real-time tracking systems, and automated reporting tools can significantly enhance efficiency. For instance, integrating Geographic Information Systems (GIS) could allow for more precise targeting of services, while predictive analytics might help in anticipating and mitigating potential crises before they escalate.

Moreover, data security and privacy are paramount in maintaining public trust. As JQR handles sensitive information, robust cybersecurity measures must be in place to protect user data (Zhang, 2018). Transparency in how data is collected, stored, and used will further bolster public confidence.

In the future, adopting more advanced technologies such as artificial intelligence (AI) and machine learning could further refine service delivery (M. Ponto, 2016). AI could assist in triaging cases based on urgency and predicted outcomes, ensuring that resources are allocated more effectively. Machine learning algorithms could analyze patterns in complaint data, offering insights into systemic issues and informing proactive policy

adjustments.

Expanding the Impact through Collaboration

Collaboration is key to expanding the impact of JQR. Partnerships with non-governmental organizations (NGOs), community groups, and the private sector can enhance resource availability and foster innovation. NGOs often have grassroots connections and can assist in reaching vulnerable populations, while the private sector may provide technological or financial support (Notoatmodjo, 2014).

Cross-sector collaboration also enables knowledge sharing and the adoption of best practices. Joint training programs, workshops, and conferences can facilitate this exchange, fostering a culture of continuous improvement. Establishing formal networks and partnerships creates a support system that enhances the resilience and adaptability of JQR.

Furthermore, involving academia can contribute to evidence-based improvements. Universities can assist in evaluating program effectiveness, developing new methodologies, and training future public servants (Sutmasa, n.d.). Such collaborations bridge the gap between theory and practice, ensuring that JQR remains at the forefront of public service innovation.

Recommendations for Policy Makers

Based on the findings and analysis presented, several recommendations can be made to enhance the effectiveness of JQR:

- **Strengthen Public Communication:** Develop comprehensive communication strategies that utilize both traditional and digital media to increase public awareness and understanding of JQR services.

- **Enhance Resource Allocation:** Secure diversified funding sources and invest in capacity-building to ensure adequate human and technological resources.
- **Refine Organizational Structures:** Clarify roles and responsibilities through detailed SOPs and strengthen inter-agency coordination mechanisms.
- **Promote Digital Inclusion:** Implement targeted initiatives to improve digital literacy, ensuring equitable access to services across all communities.
- **Leverage Technology:** Invest in advanced technologies such as AI and GIS to enhance service delivery and decision-making processes.
- **Foster Collaborative Networks:** Build partnerships with NGOs, the private sector, and academia to expand resources, expertise, and outreach.
- **Ensure Data Security:** Establish and maintain robust cybersecurity protocols to protect user data and maintain public trust.

CONCLUSION

Jabar Quick Response represents a significant advancement in the evolution of public service delivery within Indonesia. It is focus on rapid, technology-driven responses to social and humanitarian emergencies aligns well with global trends towards more agile and citizen-centered governance. However, realizing the full potential of JQR requires addressing existing challenges related to resources, organizational structures, and public engagement.

The integration of innovative technologies, combined with strategic collaborations and a commitment to continuous improvement, can transform JQR into a model program not only for West Java but for other regions facing similar challenges. By fostering a culture of transparency,

accountability, and responsiveness, JQR can significantly contribute to the enhancement of public trust in governmental institutions.

Furthermore, this study underscores the importance of context-specific solutions in public administration. Programs like JQR must be adaptable, sensitive to local needs, and inclusive in their approach. Future research should continue to explore the interplay between technology, governance, and public service delivery, providing insights that can inform policy and practice on a broader scale.

In conclusion, the journey of Jabar Quick Response offers valuable lessons in innovation, resilience, and the enduring pursuit of better governance. Its continued success will depend on the collective efforts of government officials, civil society, and the communities it serves. Continuous evaluation and refinement will be key to ensuring that the program remains responsive to evolving public needs, technological advancements, and shifting socio-political landscapes. By doing so, JQR can continue to serve as a benchmark for innovative and effective public service initiatives, inspiring similar efforts across Indonesia and beyond.

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