

Increasing Public Loyalty through Trust in The Police: The Case Of The Police In Indonesia

^a Zulganef; ^b Sri Astuti Pratminingsih; ^c Sri Wiludjeng Sunu Purwaningdyah

^{a,b} Faculty of Postgraduate Studies, Widyatama University, Bandung, Indonesia; ^c Faculty of Business and Management of Widyatama University, Bandung, Indonesia

ABSTRAK

Penelitian ini memverifikasi peran kepercayaan dalam meningkatkan loyalitas masyarakat terhadap Kepolisian Republik Indonesia (POLRI). Dasar verifikasi tersebut terkait dengan kesenjangan antara tujuan POLRI menurut strategi tahun 2020-2024 dengan fakta yang ada mengenai kepercayaan, serta adanya kesenjangan antara beberapa penelitian sebelumnya tentang kepercayaan dan loyalitas. Metode yang digunakan adalah survei melalui kuesioner yang diisi sendiri (self administered questionnaire) dan disebarkan kepada masyarakat Indonesia dan menghasilkan tanggapan dari 198 orang. Hasil penelitian menunjukkan bahwa loyalitas dipengaruhi oleh kepercayaan, sedangkan kepercayaan dipengaruhi oleh kepuasan terhadap perilaku polisi dan kepuasan terhadap program yang dilaksanakan oleh polisi. Sedangkan variabel lainnya yaitu rasa aman tidak mempengaruhi kepercayaan sehingga kepercayaan tidak memediasi hubungan antara rasa aman dengan loyalitas terhadap polisi. Penulis juga membuat rekomendasi kepada POLRI berdasarkan penelitian ini.

ABSTRACT

This study verifies the role of trust in generating loyalty among the public towards the Republic of Indonesia Police (POLRI). The basis for this verification is related to the gap between POLRI's objectives according to its 2020-2024 strategy and existing facts regarding trust, along with the discrepancy between studies by several researchers and the findings of Zulganef (2006) regarding trust and loyalty. Verification was carried out through a research model adopted from previous research by Zulganef (2022). The method used was a survey using self-administered questionnaires that were distributed to members of the Indonesian public and which yielded responses from 198 people. The results of this research show that loyalty is influenced by trust, while trust is influenced by satisfaction with police behavior and satisfaction with the programs implemented by the police. Meanwhile, another variable, namely the sense of security, does not influence trust, therefore trust not mediates relationships between sense security and loyalty towards the police. The authors also provide recommendations to POLRI based on this research.

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INTRODUCTION

One of the goals of the Indonesian Police (*Polisi Republik Indonesia*, hereafter referred to as POLRI) as an organization (Polri, 2021:27) is to implement integrated and trusted management. However, a survey conducted by Populi Research (CNN INDONESIA, 2021) indicated a decline in the level of public trust in POLRI. This decline has occurred since September 2021 when the level of public trust was 76.8%. It decreased to 76.2% in October, to 75.1% in November, and 75% in December 2021. Populi Research (CNN INDONESIA, 2021) provides an illustration of the gap between the expectations and hopes of the community and the existing conditions and facts on the ground.

Research by (Tyler, 2004) shows that police services in a country need to have strong support from the community because it will make the work the police do easier and more efficient. Without support from the community, it is possible that the police, in carrying out its duties, will find it very difficult to reassure the community.

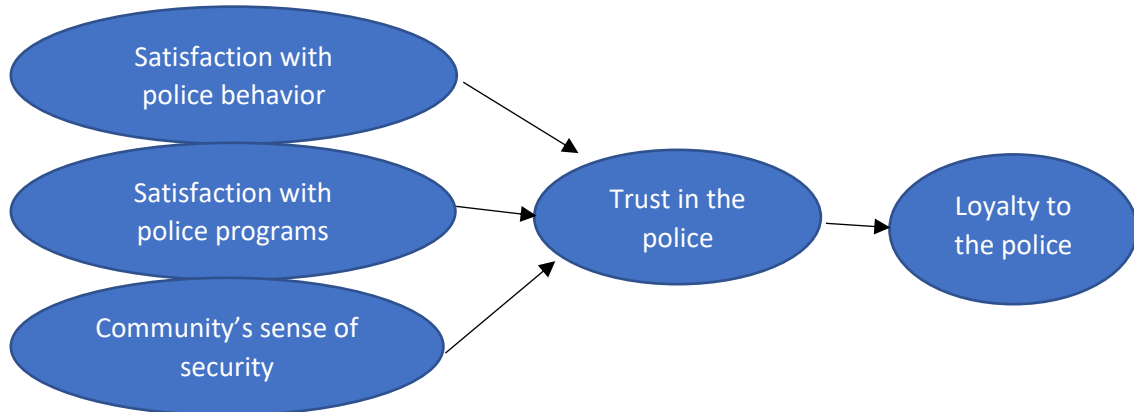
The authors observe that the support of the community is a form of loyalty to an organization. Several researchers (Aristana et al., 2022; Boonlertvanich, 2019; Cilliers & Nagel, 1990; Gul, 2014; Hoskins & Brown, 2018; Marino & Lo Presti, 2018; Moliner-Tena et al., 2018; Muharam et al., 2021) have identified the role of trust in giving rise to loyalty or support, in the sense that loyalty will be established through trust first, and then, if people are trustful, they will become loyal. And one form of loyalty exhibited by users (consumers) is the support they give to the organization, in the sense of helping to it to achieve its organizational performance (Marino & Lo Presti, 2018). A gap can occur between performance and support, therefore understanding the relationship between the trust and loyalty of the Indonesian people toward POLRI is very important (Tyler, 2004).

The second thing that motivates this research is the existence of a gap between research by Zulganef (2006) and several studies including those by Aristana et al. (2022), Boonlertvanich (2019), Cilliers & Nagel (1990), Gul, (2014), Hoskins & Brown, (2018), Marino & Lo Presti, (2018), Moliner-Tena et al. (2018), and Muharam et al. (2021) regarding the influence of trust on loyalty. Zulganef (2006) showed that trust does not have a significant effect on loyalty, while the other studies show the opposite: that trust influences loyalty significantly.

The differences between the research results of Zulganef (2006) and other researchers need to be confirmed, considering the role of the research results in decision-making. If the decision maker (in this case the Head of POLRI) follows the research of Zulganef (2006), then POLRI does not need to increase public trust because trust does not affect loyalty, so the phenomenon of decreasing public trust as depicted by CNN INDONESIA (2021) can be ignored; otherwise, if the Head of POLRI follows the research by Aristana et al. (2022), Boonlertvanich (2019), Cilliers & Nagel (1990), Gul, (2014), Hoskins & Brown, (2018), Marino & Lo Presti, (2018), Moliner-Tena et al. (2018), and Muharam et al. (2021), then he must increase the trust of the Indonesian people because trust plays a role in increasing loyalty.

In order to fill the two gaps above, the author created a research model based on the results of qualitative research (Zulganef & Nilasari, 2022) which revealed four factors that influence police performance in the eyes of the community: The first is improving mentality; the second is the implementation of good programs; the third is improving existing programs; and, the fourth is improving the community's sense of security. The authors have used these four factors as the basis for determining the independent variables in this research.

Figure 1.
Research Model



Source: adapted from Zulganef and Nilasari (2022)

Based on the background description above, the aim of this research is to verify and fill these gaps:

1. The gap between the community's expectations as stated in the POLRI strategy (Polri, 2021:27) and the actual conditions depicted by Populi's research (CNN INDONESIA, 2021) and,
2. The gap that occurs between research by Zulganef (2006) and research by Aristana et al. (2022), Boonlertvanich (2019), Cilliers & Nagel (1990), Gul, 2014), Hoskins & Brown, 2018), Marino & Lo Presti, 2018), Moliner-Tena et al. (2018), Muharam et al. (2021)

The authors carried out verification/confirmation to fill these gaps through research on the influence of satisfaction with police behavior, satisfaction with police programs, and the community's sense of security regarding trust and loyalty through the model as shown in Figure 1.

Literature Review

Satisfaction with Police Behavior

(Oliver, 2003) used cognitive theory to describes overall satisfaction as cumulative satisfaction that is affective in nature. (Spreng & Olshavsky, 1993) measure overall satisfaction as the overall experience in purchasing and using camera products. (Garbarino & Johnson, 1999) define overall satisfaction as a cumulative construct. (Garbarino & Johnson, 1999) define overall satisfaction as the accumulation of satisfaction that arises in consumers in a specific transaction with specific products and services of an organization.

The definition by (Garbarino & Johnson, 1999) is not different from the understanding of satisfaction put forward by (Cilliers & Nagel, 1990) in explaining and comparing the difference between perceived service quality and satisfaction. (Parasuraman, A; Zeithaml, Valarie A; Berry, 1988) define perceived service quality as a general consideration, or an attitude related to the superiority of services, while consumer satisfaction is related to a specific transaction conducted by a consumer. Referring to the opinions of (Parasuraman, A; Zeithaml, Valarie A; Berry, 1988), (Oliver, 2003), (Spreng & Olshavsky, 1993), and (Garbarino & Johnson, 1999). Satisfaction in this study is overall satisfaction which is

defined as cumulative satisfaction that emerges in consumers in a specific transaction, such as in transactions with storage services, supermarkets, hairdressers, fitness centers, or with car workshops, and is affective in nature. In this case is satisfaction to police department in Indonesia.

(Oliver, 2003) also states that satisfaction is the perceived discrepancy between prior expectations (or some norms of performance) and the actual performance of the product. In addition, (Oliver, 2003) describes overall satisfaction as cumulative satisfaction which is affective in nature. On the other hand, Spreng & Olshavsky (1993) measure overall satisfaction as the overall experience in purchasing and using a product. These two opinions were used by Zulganef (2006) in his research and provide an illustration of the influence of satisfaction on loyalty.

Based on studies by Giese & Cote (2002) and Zulganef (2006), the definition of satisfaction used in this research is in accordance with that proposed by (Oliver, 2003), namely the perceived discrepancy between prior expectations (or some norms related to performance) and the actual performance of the product

In Indonesia, police actions in carrying out their functions as enforcers of security and keeping order in society are often undertaken in situations where violence is required. Indeed, the use of violence by members of POLRI is authorized; nevertheless, its use must also be careful so that it is legal and effective (Irsan, 2015). In relation to the use of violence, the police in Indonesia are limited by the terms of the Criminal Procedure Law which is contained in the Criminal Procedure Code (KUHP) (Irsan, 2015). Furthermore, Irsan (2015) states that the basic principles that underpin the use of force by the police must be regulated in detail through special guidelines. This is necessary considering: (1) POLRI is a social service; (2) threats to the police must be seen as threats to the stability of society; and (3) POLRI plays a major role in protecting the right to life, freedom, and security of every citizen.

The frequency of violence being used by police officers against the public in Indonesia is still relatively high (<https://www.cnnindonesia.com/nasional/20211015061441-12-708062/daftar-panjang-tindakan-represif-dan-kekerasan-polisi>)

Gronroos (1995) and Shehu & Mahmood (2014) reveal that organizations need to satisfy customers in order to develop long-term relationships; in this case, POLRI needs to maintain public satisfaction with the police as an institution to create trust and loyalty or long-term relationships.

Based on this, the first hypothesis in this research is:

H1: Satisfaction with police behavior influences public trust in the police as an institution

Satisfaction with Police Programs

Law enforcement by the police in the democratic era must be based on the principles of democratic policing, namely policing that upholds democratic values. There is a close relationship between human rights and law. Enforcement of human rights is always based on the rule of law (Irsan, 2015). (Siregar, 2017) further reveals that there are several problems with civil issues related to the police: **the dilemma of enforcement and human rights functions; police workload and work culture (develop the principles of hospitality?); leadership in organizations; program empowerment; supervision of the**

police; human rights principles in managing security and public order. Several ways that can be used to move the police towards being civil-minded police include starting with recruitment, education, and empowering regional police commissions (*kompolda*). To meet the ideal conditions in providing community services, the police create programs that will allocate the maximum abilities of their members to providing services to the community, including the 16 police programs proposed by the current Head of POLRI (Persada, 2021).

Several cases that currently have the potential to create an unfavorable experience for the community, thereby reducing community satisfaction and trust in the POLRI, include:

1. The Habib Rizieq Shihab case is related to pornographic chat and the ban imposed by Saudi Arabia (<https://www.tribunnews.com/nasional/2018/06/18/perjalanan-panjang-case-chat-habib-rizieq-heboh-di-social-media-until-the-end-sp3>)
2. The Harun Masiku case is related to the General Elections Commission of Indonesia (KPU) bribery issue (<https://www.liputan6.com/news/read/4390157/apa-kabar-pencarian-buron-kas-dugaan-suap-harun-masiku>)
3. The Djoko Tjandra case of bribery against members of the police regarding the issue of judicial review at the Constitutional Court (<https://www.kompas.com/tag/Djoko-Tjandra>)
4. The case of the fire at the Attorney General's Office (*Gedung Kejaksaan*) in Jakarta was related to the fire being caused by a cigarette (<https://nasional.kompas.com/read/2020/10/23/16373621/teman-polisi-rokok-jadi-pembebab-kebakaran-gedung-utama-kejakung?page=all>)
5. The case of purchasing the doses of the COVID-19 vaccine (<https://www.republika.id/posts/9392/tni-polri-perkuat-komite-covid-19>)
6. The case of buying Mobile Brigade Corps (Brimob) rifles and selling them to the Free Papua Movement (OPM) in Papua
7. The case of burning down the Sarinah bus stop in Jakarta, related to the police not being alert enough or whether the TV story had revealed that the bus stop had been burned down.
8. The case of the arrest of members of the Save Indonesia Coalition (KAMI) that is related to Criminal Procedure Law, especially the arrest of Anton Pramana, whose home was forcibly entered and his CCTV was cut off, and Juhur Hidayat, who was arrested when he was still recovering from surgery, and Syahganda, who was handcuffed.

The eight cases circulating in the minds of the community are full of signs regarding POLRI's handling and resolution of problems in accordance with community expectations and the applicable procedures or laws. The results of research on public opinion regarding POLRI concluded that public perception of the police is that it is still far short of expectations. This means it is still far from satisfactory, in addition study by (Robustin & Hariyana, 2024) reveal that Satisfaction in public service is very important, Based on (Persada, 2021) explanation of 16 Head of POLRI program and theory of , the second hypothesis of this research is:

H2: Satisfaction with police programs influences trust in POLRI

Sense of Security and Trust in Police Programs

A study by Zulganef & Nilasari (2022) has yielded research results that provide an overview of the condition of the police as seen by the public. One of the public's perceptions of the police is related to the need to improve security conditions. The authors describe this condition as the sense of security that the public has in terms of the existence of the police as an institution in Indonesia. Several things related to this sense of security are:

POLRI must improve their security to protect people who are brawling; further improvement is needed in controlling traffic violators; it must improve security and public order; enforcing driving rules and safety is a good thing for orderly traffic; further improvement in maintaining public order in Indonesia is needed; we are not yet feeling safe; increasing security and order was carried out only in certain areas and did not last long.

Morgan & Hunt (1994) define trust as people's behavior when they depend on the reliability and integrity of other people in fulfilling their hopes for the future. This definition shows that when someone believes, then he or she entrusts all his or her affairs to other people. Likewise in relation to the function and role of the police in society. When POLRI is trusted, the public hand over all matters of security and public order to them. Trust in behavioral science is an important concept to pay attention to, because several studies show that trust will give rise to loyalty. Febrieta et al. (2018) state that the greater the sense of security among members of a community, the greater its sense of trust in the police will be. This shows that trust is influenced by a sense of security.

Based on research by Febrieta et al. (2018) and Zulganef & Nilasari (2022), the condition of the police, and the understanding of trust, the third hypothesis of this research is:

H3: The community's sense of security influences trust in POLRI

Trust and Loyalty to the Indonesian Police

The police, as part of the system and implementation of power and operational development in the defense and security department (Sutanto, 2005:19), really need the loyalty of the community, because, with loyalty, there will be long-term relationships that can preserve the organization itself (Gronroos, 1995; Shehu & Mahmood, 2014). On the other hand, several researchers, such as (Tsai et al., 2014), (Hoskins & Brown, 2018), (Cilliers & Nagel, 1990) (Marino & Lo Presti, 2018), (Moliner-Tena et al., 2018), (Aristana et al., 2022), (Yohanes et al., 2024) reveal that loyalty can arise due to trust, in the sense that loyalty can occur because of trust, therefore in terms of POLRI needing to maintain public loyalty to the police as an institution, it is necessary to create trust, so that, through trust, loyalty or long-term relationships will emerge. Based on this framework of thinking, the fourth hypothesis of this research is:

H4: Trust influences the loyalty of the community to POLRI as an institution

RESEARCH METHODS

The method used in this study is a descriptive-verificative method, which describes the existing conditions (*das sein*) and verifies them against existing theories or laws; the reality is compared to the conditions as they should be (ideal conditions or *das sollen*). The approach used is a quantitative approach. To analyze public trust and loyalty toward POLRI, the authors conducted a survey by distributing email questionnaires to 500 residents of Bandung City, and 198 of these

questionnaires were returned. The analysis of these four variables was carried out based on the responses to the questionnaire which was designed to have several likert scale closed questions

The object of this research is a government institution, namely the police, which the authors categorize as being in the service sector. The authors used a survey to collect the data. This method was used based on the consideration that the data analyzed were *ex-post-facto*. structural equation modeling (SEM) is used for analysis; this method is a popular one for processing data quantitatively. The size of the sample taken based on the opinion of Hair et al., (1998: 605) was 15 respondents for each parameter—between 200-400 respondents (p.23)—while the number of samples surveyed in this study was 198 respondents. The sample size was not determined statistically because the method used in this research was not a random sampling method and the population is unlimited because the population size has a probability value that cannot be estimated (Singh, 1986).

The authors' questionnaire items have been adopted from several previous studies. For example, for the trust variable in this research, the authors operationalize it based on research by Shie et al. (2022) into nine indicators and question items, namely:

1. **Indicator is confidence**
item: I have full confidence that the police will provide the best service for me
2. **Indicator: police do the best**
Item: The police who see me at the police station will do their best to provide the services I need
3. **Indictor: not worried**
Item: I am not worried about reporting my case only to the police station in Indonesia
4. **Indicator: careful handling**
Item: The police who handled me at the police station were very careful and understanding
5. **Indicator: honest handling**
Item: The police in Indonesia are honest about the alternative case-handling options available to me
6. **Indicator: best way to handle problem**
Item: The police in Indonesia will think about the best way to handle my problem
7. **Indicator: never mislead in regarding anything**
Item: I believe that the police at the police station will never mislead me regarding anything
8. **Indicator: use best skills**
Item: I believe the police at the police station use their best skills and efforts to deal with members of the public who report to them.
9. **Indicator: trust overall**
Item: Overall, I trust the Indonesian police completely

Loyalty to the police can also operationalized, according to the research results of Shie et al. (2022), in terms of the following perspectives:

1. **Indicator: preference**
Item: I prefer to go to the police station for matters pertaining to security services
2. **Indicator: priority alternative**
Item: I will choose the security services provided by the police station in the future
3. **Indicator: recommendation to other**
Item: I feel happy to recommend the security services provided by police stations in Indonesia to friends and family

4. Indicator: did not accept any other alternatives

Item: I will not do anything else other than go to the police station if I experience problems with security

Satisfaction is operationalized according to the definition of "cumulative (affective) feelings that arise from a particular transaction" therefore the question items for satisfaction address the following perceptions expressing satisfaction with police behavior:

1. Indicator: expertise and professionalism

Item: Police officers in Indonesia can provide services according to their expertise and professionalism

2. Indicator: satisfaction of detailed information

Item: Police station officers in Indonesia can provide detailed information regarding the case I reported

3. Indicator: handle cases quickly

Item: Police officers in Indonesia provide services to handle cases quickly

4. Indicator: serious mentality

Item: Police officers in Indonesia have a serious mentality in providing services to reported cases

5. Indicator: sincere mentality

Item: Police officers in Indonesia have a sincere mentality in handling reported cases/problems

6. Indicator: able to handle problems

Item: Police officers are able to handle problems reported by the public appropriately and quickly

7. Indicator: do not like delay

Item: Police officers in Indonesia do not like to delay time in resolving cases reported by the public

Items related to satisfaction with the police programs were adopted based on 16 police improvement programs expressed by the National Police Chief, General Sigit Listiyanto (Persada, 2021), as follows:

1. Satisfaction to Institutional Arrangements
2. Satisfaction to Changes in Organizational Systems and Methods
3. Satisfaction to Making Police Human Resources Superior in the Police 4.0 Era
4. Satisfaction to Changes in Modern Police Technology in the Police 4.0 Era
5. Satisfaction to Strengthening Performance in Maintaining Public Security and Order
6. Satisfaction to Improved Law Enforcement Performance
7. Satisfaction to Strengthening Police Support in Handling COVID-19
8. Satisfaction to National Economic Recovery
9. Satisfaction to Guaranteeing the Security of National Priority Programs.
10. Satisfaction to Strengthening Social Conflict Handling
11. Satisfaction to Improving the Quality of Police Public Services
12. Satisfaction to Realizing Integrated Police Public Services
13. Satisfaction to Strengthening Public Communication
14. Satisfaction to Leadership Supervision of Every Activity
15. Satisfaction to Strengthening the Supervisory Function
16. Satisfaction to Community Supervision of Complaints by the Public

A sense of security can be operationalized, according to the research results of Zulganef & Nilasari (2022), and consist of:

1. POLRI must improve their security to protect people who are brawling
2. Further improvement is needed in controlling traffic violators
3. POLRI must improve security and public order
4. Enforcing driving rules and safety is a good thing for orderly traffic
5. Further improvement in maintaining public order in Indonesia is needed
6. People are not yet feeling safe; increasing security and order was carried out only in certain areas and did not last long

RESULTS AND DISCUSSIONS

Profile of Respondents

The respondents who filled out the questionnaire numbered 198 people consisting of 95 men and 103 women. The questionnaires were distributed on campus. The age of most respondents (65.2%) was 15-25 years, while those aged 26-40 years amounted to 18.2%, the rest were aged over 41 years (16.7% or 33 people). This shows that the respondents selected in this research were people who were of productive age and already had the ability to assess the performance of a government institution, in this case, the police.

Furthermore, regarding the profile of the respondents, the authors can state the following:

- The most common level of education (41.1%) is that of graduates. Meanwhile, 38.9% are undergraduates, so it can be said that the majority of respondents are graduate students.
- The most common occupation among the respondents is student (52.5%) and private-sector employee (39.4%).
- The most common hobby among the respondents is sports or taking exercise (35.4%), traveling (28.8%), reading (12.1%), and outdoor activities (11.6%), so the authors can say that the majority of the respondents have hobbies that involve engaging activities that are mobile in nature, namely traveling, exercising, and outdoor activities.
- The most common income brackets among respondents are IDR 2.6 to 5 million (26.8%) monthly. This shows that respondents generally come from middle social levels; this is most likely because they are students who are currently studying, so their income may only come from salary, or there is no other work that can generate additional money.

The data were processed using Structural Equation Modeling with the Maximum Likelihood method, considering that the authors assume the data are not normal (Mueller, 1996). The data processing results are as follows:

Table 1.
Goodness of Fit Index

Index	Value	Index	Value
NPAR	85	GFI	0.756
CMIN	1,151.951	AGFI	0.720
DF	581	NFI	0.812
P	0.000	RFI	0.796
CMIN/DF	1.983	IFI	0.897
RMR	0.045	TLI	0.887

Source: data processed

Table 1 shows the goodness of fit index between the model and data (Goodness of Fit Index) which indicates several values in marginal conditions, such as the Chi-square (CMIN/DF) value of 2.896, CMIN/DF of 0.234, and the GFI value of 0.687. This shows that the model and the data do not really match, meaning that there is a significant difference between the model as a whole and the processed data. However, because the value is marginal, for example, the CMIN/DF value is still below 5, and the GFI is still above 0.5, the authors interpret or assume that this discrepancy is still within the acceptable limit range, because it is still above 0.5. Apart from that, the Goodness Fit Index values suggest that they are very different (Mueller, 1996) or still acceptable. Apart from that, abnormal data can cause discrepancies between the data and the model. So the analysis of the data can continue. Next, the validity of the data is tested to ensure that the data obtained are valid meaning that they can be tested further.

Table 2.
Convergent Validity Test Results

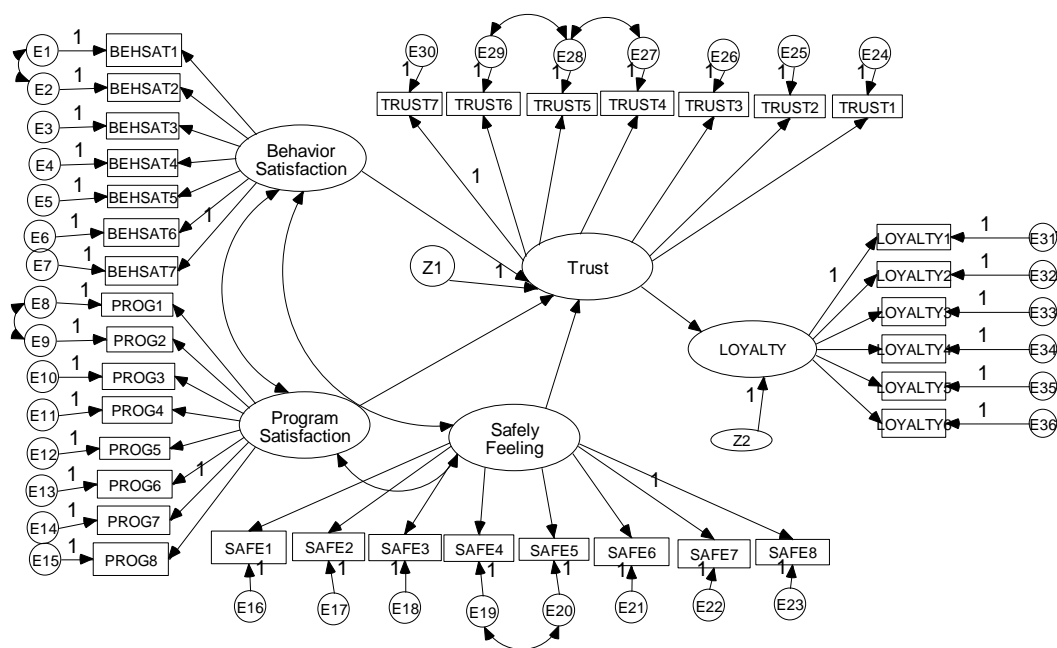
	Estimate	S.E.	C.R.	P
BEHSAT1	.757	0.61	12.489	***
BEHSAT2	.824	0.62	13.186	***
BEHSAT3	.983	0.69	14.232	***
BEHSAT4	.885	0.61	14.571	***
BEHSAT5	1.001	0.62	16.048	***
BEHSAT6	.882	0.62	14.219	***
BEHSAT7	1.000			
PROG1	1.035	.085	12.241	***
PROG2	1.042	.078	13.292	***
PROG3	1.101	.080	13.785	***
PROG4	1.054	.077	13.701	***
PROG5	1.124	.079	14.248	***
PROG6	.868	.081	10.656	***
PROG7	1.000			
PROG8	1.063	.074	14.395	***
SAFE1	.594	.124	4.779	***
SAFE2	1.167	.142	8.204	***
SAFE3	1.273	.152	8.393	***
SAFE4	.928	.136	6.847	***
SAFE5	1.044	.139	7.528	***
SAFE6	.643	.102	6.277	***
SAFE7	1.000			
SAFE8	1.033	.145	7.109	***
TRUST1	1.770	.348	5.090	***
TRUST2	1.742	.346	5.041	***
TRUST3	2.028	.393	5.156	***
TRUST4	1.609	.328	4.906	***
TRUST5	1.643	.325	5.063	***
TRUST6	1.877	.360	5.208	***
TRUST7	1.000			
LOYALTY1	1.000			
LOYALTY2	1.124	.119	9.416	***
LOYALTY3	.971	.123	7.871	***
LOYALTY4	1.019	.112	9.098	***
LOYALTY5	1.093	.125	8.742	***
LOYALTY6	1.032	.112	9.246	***

Source: Data output processed

The convergent validity test was carried out to evaluate the dimensions of the results that were hypothesized to determine the validity of each estimated indicator. A set of indicators can show one hidden variable underlying the latent variable if each indicator has a critical ratio (CR) value that is greater than twice the standard error (SE). According to the test results and regression weight values as in Table 2, all indicators in this study were declared valid for each latent variable because they had CR values more than twice the SE. Table 2 above shows the regression weight values for each component.

Next, by looking at the strength of the relationship between two or more latent variables, a model causality test is carried out to determine the causal relationship between the variables in the research. Table 3 and Figure 2 below show the results of data testing carried out using SEM.

Figure 2.
SEM MODEL



Source: SEM, AMOS GRAPHICS

Table 3.
Model Causality Test Results

			Estimate	S.E.	C.R.	P	Label
Trust	<---	Behavior_Satisfaction	,345	,067	5,119	***	
Trust	<---	Program_Satisfaction	,118	,031	3,810	***	
Trust	<---	Safely_Feeling	-,041	,025	-1,607	,108	
LOYALTY	<---	Trust	1,621	,331	4,904	***	

Source: output of data processing

Based on the significance of the t-count shown in Table 3 as seen from the p-value, the results of hypothesis testing in this study have yielded several findings. First, public satisfaction with police behavior was found to have a significant effect on trust in the police, as evidenced by the p-value <0.05 and the CR value of 5.119 (**H1 was supported**). Then, public satisfaction with the police program was also demonstrated to have a significant and positive effect on public trust in the police (**H2 was supported**). This can be seen from the p-value <0.05 and the CR value of 3,810. Third, the influence of people's sense of security on trust in the police was not proven to

be significant, as seen from the CR value of -1.607 with a p-value of 0.108 (>0.05) (**H3 was rejected**). Finally, trust in the police has a positive and significant effect on loyalty to the police, as indicated by a p-value <0.05 and a CR value of 4.904 (**H4 was supported**).

This research was conducted to examine public perceptions of their satisfaction with police behavior and programs, as well as to consider the influence of the perception of security on trust and loyalty to the police. The results of testing the first hypothesis that was proposed show that satisfaction with police behavior has a positive and significant influence on trust in the police. This finding is in line with several existing studies in the literature in the field of consumer behavior and public services, where the satisfaction that individuals feel with a product or service can lead to increased trust they have in a brand, company, or other institution (Beeri et al., 2019; Rather et al., 2019). In the context of the police, the data obtained show that most people feel that the police in Indonesia provide services according to their expertise and handle reported cases quickly. For example when respondent asked the question: "The POLRI officers in handling cases of order and security or crime always behave pleasantly (empathetic)" indicate that those who responded: Strongly agree = 48; agree = 32; undecided = 34; disagree = 15; and strongly disagree = 8; so the average respondent response to the question is 3.70. since the scale in this questionnaire is 5 likert scale, than this indicates that the public perception of the Indonesian police is quite positive.

When the police are perceived as behaving reasonably, fairly, and respectfully, this will increase the legitimacy of the police in the eyes of the public. This fair treatment and respectful behavior contribute to the belief that the police behave within the limits of the law and societal norms. Apart from that, most respondents also perceive that the police have a good mentality, are serious and sincere, and are not tardy their services to the community. This is in accordance with the views of Irsan (2015) who highlights the important role of the police in providing services to the community. The existence of positive interactions and mutual respect between the police and the community as a result of positive police behavior allows trust and positive relationships to grow between the two.

Furthermore, the findings of this research indicate that community satisfaction with police programs has a positive and significant effect on trust in the police. This research has specifically tried to differentiate between several aspects of the satisfaction felt by the community, namely police behavior and police programs. In line with several previous studies (Hao & Chon, 2022; Lanin & Hermanto, 2019), the satisfaction felt by consumers or the public in the context of public services can increase their trust and lead to other positive behavior. In this case, public satisfaction with a police program that is running well and effectively allows them to have higher trust. Police programs that can answer the needs of the wider community and provide positive results can foster satisfaction, and this can encourage them to have more trust in the police. This can also happen because the community feels that the police are capable and dedicated to serving the community. The public, when they see that the police handle their problems proactively through various programs, tend to feel that their aspirations are heard and understood, so this can be an asset for building the trust they invest in the police.

In the results of testing the third hypothesis, this research shows that a community's sense of security does not have a positive effect on their trust in the police. This shows that the sense of security gained by the community does not come from the existence of POLRI, because the sense of security that arises does not make someone trust the police. The sense of security that arises in a citizen may occur due to things other than the existence of POLRI.

The unsupportability of this hypothesis could be caused by several factors. First, a community's sense of security is not necessarily consistent with a low crime rate or an objective level of security in the community. If someone feels safe despite statistical evidence to the contrary, this can lead to a lack of correlation between perceived safety and trust in the police. In addition, public trust in the police is a complex phenomenon that is influenced by various factors, including police behavior, communication, community involvement, and program effectiveness (Zulganef & Nilasari, 2022). It is possible that other determinants play a greater role in shaping trust, resulting in the influence of perceived security in statistical analysis. The relationship between perceived security and trust may also vary based on the characteristics of a particular community. Factors such as socio-economic status, cultural background, and historical interactions with law enforcement can influence how individuals perceive safety and trust in the police.

Finally, this research shows that public trust in the police has a positive and significant effect on public loyalty to the police. The relationship between these two constructs is not in line with research by Zulganef (2006) but has, by contrast, been confirmed by several previous researchers, both in the field of public services and marketing in terms of the aspect of consumer behavior (Aasland & Braut, 2023; Aslam et al., 2020; Nelson & Kim, 2021). Trustworthy and positive interactions between police officers and community members contribute to the development of strong relationships. When individuals have positive experiences and feel trust in the police as law enforcers, they tend to develop a sense of loyalty to the police. In addition, positive public perceptions resulting from trust also contribute to loyalty. When the public views the police as a valuable and integral part of society, individuals are more likely to demonstrate loyalty through support, cooperation, and a willingness to cooperate. When the police actively contribute to the welfare of society as a whole, the public will tend to be more loyal to the police as an institution that prioritizes their safety and quality of life.

CONCLUSIONS

This research aims to fill a gap related to one of the strategies of the Republic of Indonesia Police (POLRI) that seeks to increase the public's trust in it because several studies have demonstrated the role of trust in generating loyalty, such as Boonlertvanich (2019), (Gul, 2014), and (Muharam et al., 2021), while research by Zulganef (2006) shows that trust does not give rise to loyalty. Therefore, it is necessary to confirm whether the trust of the Indonesian people does play a role in giving rise to loyalty to the POLRI. The results of this research show that public trust plays a role in influencing loyalty, meaning that the more trusting the public is, the more loyal they will be to POLRI. This also shows that the research by Zulganef (2006) regarding the relationship between trust and loyalty is not supported by the research in this study.

In examining the dynamics of the influence of the Indonesian people's trust in POLRI which has been tending to decline (CNN INDONESIA, 2021), this research provides valuable insight into the factors that influence people's loyalty to the police as one of the institutions that provide public services.

Based on the results of this research, several things can be concluded:

1. Public trust still plays a role in increasing their loyalty to POLRI; this can be seen in the research results which illustrate that trust influences public loyalty to POLRI
2. Trust in POLRI arises through satisfaction with the behavior of POLRI members and satisfaction with the programs that have been implemented by POLRI.
3. Trust in POLRI does not arise from the community's sense of security

4. Research by Zulganef (2006) regarding the relationship between trust and loyalty is not supported.

These findings reveal the importance of the satisfaction the community feels with police behavior, the impact of community satisfaction with specific programs, and the complex interactions between perceptions of security, trust, and loyalty. Specifically, this research emphasizes the multifaceted nature of public trust, which is shaped by factors such as positive interactions, transparency, community involvement, and the alignment of police actions with community values.

policymakers at POLRI—and also perhaps other law enforcement agencies such as the prosecutor's office and maternity—must continue to increase public trust in POLRI as an institution, because trust still plays a role in increasing loyalty. Training and initiatives that encourage positive police behavior should be prioritized. Professionalism, fairness, and respectful interactions can lead to inPOLRI also needs to improve the programs that have been carried out so far, in particular in order to increase their trust in POLRI as an institution which will ultimately influence the community's loyalty to the police as well. For example, this could be achieved by taking more initiative to serve community needs, which can be done by asking for community input during program development.

in this study the perception of a sense of security does not appear to be a predictor of trust; this shows that the sense of security—in the eyes of the community—is not a sense of security caused by the presence of POLRI, but is likely to arise due to the presence of other factors, such as the presence of friends, community conditions that are conducive (helping each other), and close relationships between communities. Therefore, attention to public safety must be a priority in police programs and behavior of police officers. The police as an institution may need to engage more intensively in efforts to address and communicate effectively with regard to environmental security and safety measures, as well as ensure that the public feels safe and fosters a positive environment in which trust and loyalty can grow.

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