Analysis of Public Trust and POLRI Performance: An Exploratory Study in Bandung, Indonesia

Zulganef[1*], Irma Nilasari[2]

[1,2,] Faculty of Business and Management, Widyatama University, Bandung
*) Korespondensi: zulganef@widyatama.ac.id

Abstract

This research is motivated by the difference between the image of the Polisi Republik Indonesia (POLRI) in the community and the data that shows the performance of the POLRI. POLRI performance data shows that public trust in the POLRI in the last three years has steadily increased, while the image of the POLRI in the eyes of the public is decreasing day by day. Based on these conditions, then the purpose of this study is to analyze and understand the relationship of public trust and user loyalty as performance of POLRI institution. This study is carried out by distributing questionnaires (both open-ended and close-ended) on 500 residents in Bandung City, Indonesia, to find out about their perception and trust towards POLRI institution. This study uses quantitative and qualitative approach with descriptive-verificative method to gain deeper information about the phenomena that occurs. This study results in several findings, that the public has good perception of the performance of POLRI in maintaining unity and integrity, handling political and/or legal cases, handling the conditions of public order and security, as well as handling of COVID-19. However, there is still a need to draw sympathy from the public and gain higher trust from them, which is also suggested in this study.

1. INTRODUCTION

The data from the Central Statistics Bureau (BPS) of Indonesia shows that from 2019 to 2021, the percentage of criminal offenses settlement nationally increased. In 2019, the completion rate was 62.25%; in 2020 it became 65.198%; and in 2021 it was 67.84% (BPS, 2021). Likewise, the level of public trust in the POLRI (Police of Republic of Indonesia) institution has continued to increase since 2020. On July 2021, the level of public trust in the POLRI was 66.3% (Annur, 2021)

In the same year in November-December, it increased to 75.4%. Even in 2022 (January) it reached a trust level of 86.2% from the public (Amelya, 2022). However, the level of percentage of problem solving and the increased level of trust were not accompanied by the public image of the POLRI institution.

This can be seen from the results of the survey from Kompas (Dzulfaroh, 2022) which revealed that the positive image of the POLRI has decreased since April 2021.

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From January to April 2021, the positive image of the POLRI increased from 71% to 78%. However, in October 2021, it became 77.5%, and in January 2022 it became 74.8%, the last survey conducted in June 2022 was 65.7%.

The four phenomena above, namely the increase in the percentage of settlement of criminal acts and trust are not accompanied by increased satisfaction. This is an interesting gap to be studied, because in theory, trust in an institution will affect the image of the institution (Imran & Ramli, 2019). In this case, theoretically, a high level of public trust in POLRI should be accompanied by a high level of satisfaction, and it can even increase loyalty (Mahendra & Indriyani, 2018; Bahrudin, Muhammad and Zuhro, 2018; Dewi & Suprapti, 2018) which in this case is public loyalty to POLRI.

Therefore, the question that must be answered in this study is: does public trust in POLRI institution affect satisfaction, even loyalty to the POLRI institution?

The purpose of this study is to validate the survey results by several national media above. With validation through this research, it is expected that the gap that occurs in the relationship between public trust and satisfaction with POLRI can be explained scientifically, and POLRI institution will increasingly understand their strengths and weaknesses, so that they can further improve their performance, especially regarding public trust and satisfaction with the institution.

2. LITERATURE REVIEW

Trust is defined by some researchers as a person's behavior to rely on the reliability and integrity of others in meeting their expectations in the future (Phelps & Campbell, 2012) (Moorman et al., 2010); (Morgan & Hunt, 1994) (Dorsch et al., 1998); (Imanipour, 2023); (Kim & Chao, 2019); (John & De Villiers, 2022) and (Salem, 2021) reveal that trust is very important in a relationship between users and producers because trust can reduce user perceptions of the perceived risk of a products usage.

Several studies have shown the effect of trust on the loyalty as performance of organization. Among them are (Abdullah, 2015) who succeeded in revealing the influence of trust on the loyalty of the mobile market consumers in Syria, (Ozdemir et al., 2020) who succeeded in revealing the effect of trust on loyalty on consumers of national dairy product in China, and (Kamath et al., 2020) who revealed the importance of measuring trust (trust rating) to determine the level of trust of patients whom use hospital services.

The author argues that the relationship between Police and the community can be analogized as the relationship between users and service providers. Therefore, in this paper, the author makes an analogy of POLRI institution as organizations that produces

services to be used/consumed by community.

3. RESEARCH METHOD

The method used in this study is a descriptive-verificative method, which describes the existing conditions (*das sein*) and verifies these conditions with existing theories or laws as conditions that should be (ideal conditions or *das sollen*). The approach used is a hybrid approach, which is a mixture of quantitative and qualitative approaches (mixed approach). The first stage of the discussion is to understand the perception of the community/experts regarding the function and role of the police as a service provider for maintaining security and public order (Sung, 2006) based on Pancasila in general. This understanding is needed as the basis for forming the image of the police based on the values of Pancasila as the basis of the state. The second stage is the use of the concept of Police Institution Management in order to analyze the general condition of the Police. In this stage, the organizational structure and business processes in terms of service institutions in charge of providing performance to the Indonesian people is discussed.

To analyze public trust and POLRI performance, the authors conducted a survey by distributing questionnaires to 750 residents of Bandung City by using convenience sampling technique, and 500 questionnaires were returned. The analysis of these two variables was carried out based on the responses to the questionnaire, the questionnaire was made in several closed and open questions, and the Likert scale was used in closed questions.

4. RESULT AND DISCUSSION

The results of the closed question responses using the Likert scale are further classified into 4 categories as follows:

Table 1. Category of Respondents' Answer

Category of Respondents' Answer			
1-2: not fairly good	2,1-3: fairly good	3,1-4: good	4,1-5: very good

Source: obtained from primary data.

The questions asked to the respondents are categorized into six parts as follows:

1. **POLRI performance in maintaining the unity and integrity of the Republic of Indonesia, is made into 4 questions (Table 2)**

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Table 2. Questions regarding the unity and integrity of Republic of Indonesia

No.	Question	1	2	3	4	5	Total	Average	Results
1.	The current performance of the POLRI in maintaining the unity and integrity of the Republic of Indonesia has been very satisfying	40	93	145	122	98	1181	3,29	Good
2.	POLRI has a role and responsibility in maintaining the unity of the Republic of Indonesia	35	109	156	114	103	1602	3,21	Good
3.	POLRI is currently seen working hard in maintaining the unity of the Republic of Indonesia	59	122	148	103	67	1494	2,99	Fairly Good
4.	POLRI handles cases related to the division of the Republic of Indonesia in accordance with public expectations	71	104	131	110	84	1532	3,06	Good

Source: obtained from primary data.

Respondents' responses to questions regarding POLRI's performance in maintaining the unity and integrity of the Republic of Indonesia showed that 3 of the 4 statements presented to respondents showed good scores, namely with a score above 3, while one statement was responded to fairly good, namely the statement that the Polri is currently working. This shows that in the public perception the performance of the Police in maintaining unity and integrity has been very satisfactory (highest score, statement no. 1) but the institution is still considered not to have worked hard in maintaining its performance.

This must be a concern of POLRI at this time, considering that POLRI is a state/government entity that requires a positive attitude from the community, especially related to public loyalty to the institution.

2. Handling of economic crimes by POLRI, is made into 6 questions; 1 question is in the form of multiple choice, and 5 questions is in the form of Likert scale

Table 3. Statement of Meaning of Crime

No.	Questions	Respondents' Answer				Results
		(a) Drug money laundering	(b) Banking crime	(c) Cyber crime	(d) All answers are correct	
1.	The meaning of economic crime is:	79	97	45	279	MODUS: d) all answers are correct

Source: obtained from primary data.

The first question revealed the meaning of economic crime for the community, most of the respondents (279 people) chose all of them to be correct, meaning that for the community the economic crimes are drug money laundering, banking crimes, and cyber crimes. However, if analyzed in more detail, out of the 3 types of crimes presented to respondents, banking crimes have the highest score, namely 79. This shows that this type of banking crime is the one that gets the most attention in the eyes of the public, compared to other types of economic crimes, such as cyber crimes and drug money laundering.

Based on the response to the statement regarding economic crimes, in the future POLRI should focus more on banking crimes. This is likely to happen because the news of economic crimes that often appears is banking crimes, so that people focus a lot on this crime. It still occurs although cyber crime is also likely to be as big as banking crime.

However, it is possible that banking crimes are supported by cybercrimes, but what is more exposed in the mass media is banking crimes. In addition, it is also possible that cyber crimes are rarely revealed because POLRI do not have sophisticated equipment to catch cyber criminals who generally have information technology that is more sophisticated than the information technology owned by POLRI.

Table 4. Unity of Republic of Indonesia

No.	Question	1	2	3	4	5	Total	Average	Results
2.	POLRI is responsible for maintaining the stability of the Indonesian economy	59	96	139	118	88	1580	3,16	Good
3.	POLRI can be trusted in handling cases of economic crime (money laundering, bank break-ins, etc.)	60	120	176	95	46	1438	2,89	Fairly Good
4.	POLRI can be trusted in dealing with corruption cases	68	132	148	110	40	1416	2,84	Fairly Good
5.	The handling of economic crimes (money laundering, bank break-ins, etc.) by POLRI has met the expectations of the public	90	124	140	94	48	1374	2,77	Fairly Good
6.	POLRI's participation in dealing with economic stability is in line with public expectations	96	124	138	88	52	1370	2,75	Fairly Good

Source: obtained from primary data.

Statements measured using a Likert scale indicate that one of the five questions is perceived as good, the other 4 are perceived as fairly good. What is

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perceived favorably is a statement regarding the responsibility of POLRI for the stability of the Indonesian economy, and the lowest score – even though the score is in the fairly good category – is that the participation of the Police in dealing with economic stability is considered inadequate. This shows that

the public perceives the Police as being responsible for economic stability, but it is still not in line with the public expectations.

3. The role of POLRI in handling political or legal cases, is made into 6 questions.

Table 5. Meaning of Political/Legal Cases and its Handling by POLRI

Question 1: Meaning of political/legal cases		
No.	Political/Legal Cases	Number of Answers
1.	Activist arrest	74
2.	Criminalization of religious scholars	26
3.	Terrorist arrest	7
4.	Extremists arrest	7
5.	Anti-Pancasila ideology arrest	78
6.	Anti-Government arrest	48
7.	All answers are correct	187
	Others	68
	No answer	5
Question 2: Political/legal cases that are handled well by POLRI		
No	Political/Legal Cases	Number of Answers
8	Activist arrest	41
9	Criminalization of religious scholars	16
10	Terrorist arrest	95
11	Extremists arrest	17
12	Anti-Pancasila ideology arrest	41
13	Anti-Government arrest	47
14	All answers are correct	184
	Others	56
	No answer	3

Source: obtained from primary data.

Table 5 indicates that most of the respondents think that all the cases mentioned is considered a political/legal crime. However, of the 7 criteria presented to the respondents, apart from all correct answers, the category Anti-Pancasila ideology arrest has the highest

score, so it can be concluded that the meaning of political/legal cases for the public is generally perceived as arresting Anti-Pancasila ideology criminals.

Furthermore, the political or legal cases that are handled well by POLRI is the handling of terrorist cases, which is

category no. 10 with the highest score of 95. This shows that political crimes are crimes related to Pancasila ideology, and it is likely that anti-Pancasila ideology criminals are considered terrorists.

Table 6. POLRI's Handling of Political/Legal Cases

No.	Question	1	2	3	4	5	Total	Average
3.	POLRI's handling of economic stability is in line with public expectations	75	102	170	100	53	1454	2,908
4.	POLRI's share in political and/or legal cases is very large	62	126	164	89	59	1457	2,914
5.	In handling political and/or legal cases, POLRI is always friendly and non-violent	56	89	140	130	85	1599	3,198
6.	POLRI often violates Human Rights (HAM) in handling political and/or legal cases	90	125	154	80	51	1377	2,754

Source: obtained from primary data.

Table 6. is a continuation of the question regarding the role of POLRI in handling political or legal cases, the first question is related to the economy, because often political cases are closely related to the economy, for example the case of demonstrations against the Omnibus Law Job Creation Act is a demonstration related to economic and political issues, although his demands often lead to political demonstrations. For example, the author sees that in essence the Omnibus Law on job creation is related to the economy, but what is demanded is the performance of the members of the House Representatives as a whole. Table 6. indicates that all questions are responded to quite well, except for question no. 5 which has a score of 3,198 which can be categorized as good. Based on the responses to the four questions, it can be concluded that the attitude or behavior of POLRI members in handling political cases is good, but human rights violations in handling political cases have a low score, even the lowest of the four questions asked. Therefore, in the future, POLRI must be more careful and maybe even stricter in handling political cases, so that they are not considered to violate human rights.

The role of POLRI in handling the conditions of order and security, is made into 5 questions

Table 7. POLRI's Handling of Order and Security

No.	Question	1	2	3	4	5	Total	Average
1.	POLRI can be trusted in handling everyday crime cases	33	89	136	158	84	1671	3,342
2.	POLRI can be trusted in dealing with drug cases	40	73	149	150	88	1673	3,346
3.	POLRI's handling of ordinary crime cases is in line with the public expectations	21	64	149	175	91	1751	3,502
4.	POLRI's handling of corruption cases is in line with public expectations	49	93	145	144	67	1581	3,175
5.	POLRI's handling of drug cases is in line with the public expectations	31	71	149	160	89	1705	3,410

Source: obtained from primary data.

Table 7 shows the public's response to the handling of the police on Order and Security. All 5 statements that were asked for approval or disagreement received good responses; it can be seen from all the answer scores above 3. This shows that in the eyes of the community the handling of the police on cases of public order and security is good. However, it should be noted that the highest score is in statement no. 3, namely statements related to handling cases of ordinary crimes, while the lowest score is in statement no. 4, namely statements regarding the handling of the Police against corruption cases. This shows that the public appreciates the handling of the Police on ordinary crimes more than the handling of cases related to corruption.

4. **The role of POLRI in handling COVID-19, is made into 8 questions**

Table 8. POLRI's Handling on COVID-19 Cases

No.	Question	1	2	3	4	5	Total	Average
1.	POLRI has the responsibility for maintaining public health related to the pandemic	45	86	136	148	85	1642	3,284
2.	The role of the POLRI in dealing with pandemic cases is very necessary	16	59	149	176	100	1785	3,570
3.	POLRI has the capability to participate in handling public health related to the COVID-19 pandemic	33	101	143	141	82	1638	3,276
4.	POLRI is also responsible for maintaining public health related to the Pandemic	48	82	145	143	82	1629	3,258
5.	POLRI is very helpful in implementing large-scale social restriction policies in Indonesia	45	90	151	142	72	1606	3,212

No.	Statement							
6.	The existence of the POLRI in the implementation of large-scale social restriction is very helpful in reducing the risk of the spread of COVID-19	60	82	151	124	83	1588	3,176
7.	POLRI really helps reduce public activities outside the home	35	79	148	152	86	1675	3,350
8.	POLRI's handling of cases of violations of large-scale social restriction policies is in line with public expectations	51	118	157	112	60	1506	3,024

Source: obtained from primary data.

Table 8 shows the public's response to the performance of the Police in handling cases related to COVID-19. The survey results showed a good response to the eight questions asked. A more detailed analysis shows that the highest score was obtained in statement No. 2, namely the statement "The role of the POLRI in handling Pandemic cases is very necessary." This statement is related to the importance of POLRI to participate in handling cases of the COVID-19 Pandemic. This shows that the public views the participation of polri in handling the COVID-19 pandemic as very necessary. While the lowest score is in statement no. 8, namely expectations for handling violations of large-scale social restriction policies that are still not appropriate. This shows that POLRI must be more assertive in providing sanctions or dealing with large-scale social restriction violators related to the COVID-19 pandemic.

5. **The overall function and role of POLRI, is made into 7 questions; 1 is open-ended question, and 6 close-ended questions**

To understand the overall performance and function of POLRI, the authors pose 2 questions as shown in Table 9. The first question is open-ended which measures people's satisfaction with the programs carried out by POLRI in maintaining public security and order. Satisfaction is defined as the fit between expectations and reality. The answer in its entirety is attached. However, based on the categorization, the respondents (community) answers to these questions can be summarized as follows:

Table 9. Overall Function and Role of POLRI

No.	Overall Function and Role of POLRI	Respondents' Answer		
		Suitable	Not Yet Suitable	None
1.	Give your opinion about the programs to maintain security and public order that have been carried out by POLRI (respondents' answers are attached)			
2.	Overall, the role and function of POLRI in maintaining order and security is in line with public expectations	295 (59%)	198(39.6%)	7(1.4%)

Source: obtained from primary data.

The public's response to the overall performance of the Police is shown in Table 9.

Question no. 1 is regarding the programs to maintain security and public order that have been carried out by POLRI. There were 396 people out of 500 respondents who answered question no. 1. Respondents' answers to question no. 1 are very diverse, and due to the nature of the open-ended questions, the answers vary widely, and to facilitate the analysis, the author has simplified them into four classifications based on the diversity of opinions, namely improving POLRI's mentality, implementing good programs, improving security, and improving existing programs, as shown in Table 10.

Table 10. Respondents' Answers Regarding POLRI's Program

Classification	Number of Answer	Example of Answer
Improving POLRI's mentality	176 (44.4%)	*POLRI mist be kinder to society; be kind and considerate to the public; active in eradicating corruption at the household level to the official level; maintain an attitude of humility; conduct raids and should not want to be bribed; always mingle with society. There is still a need to improve cooperation with the community. POLRI must also communicate with each other more regularly; Reduce arrogance to society; act fairly; Not carrying out duties for individual interests; POLRI are still sided with certain people; there is a need of a friendly public service; firmness on perpetrators of violations; POLRI should provide assistance to the needy through community service programs; and POLRI must set a good example to the community.*
Implementing good programs	85 (21.5%)	*So far, the security and order program carried out by the Indonesian National Police for the community is going well, for example, the Sabhara who is in charge of guarding, escorting, patrolling and providing protection, protection and service to the community; already appropriate; I think the current POLRI is performing quite well; In my opinion, it is in line with the expectations of the POLRI in bringing order to the community; so far it is still quite under control; maintenance of security and order is appropriate.*
Improving existing programs	72(18.1%)	*Improve the ticketing program, and don't corrupt; improve programs to eradicate corruption; Programs are more tailored to the wishes of the community; poor program; night patrols need to be increased; conduct patrols; increasing nightly*

		surveillance; improve the ambulance escort program to run smoothly; take to the streets to do traffic jams; increase liquor raids, especially in vulnerable areas; raids of free boarding houses by the police; please remove the SIM extension, we already have a SIM why should it be extended
Improving security	64 (16.1%)	*The police must step up to protect the people who are fighting; more improvements in controlling traffic violators; improve the aspect of security and public order; Traffic order is a good thing in enforcing rules and driving safety; Further improvement in maintaining public order in Indonesia; Not feeling safe yet; Increasing security and order is carried out only in certain areas and does not last long*
Total respondents' who answer	396	

Source: obtained from primary data.

The highest opinion of respondents (44.6%) regarding POLRI programs is the mental improvement of POLRI members, as seen from the opinions of respondents that lead to criticism or their views on the mentality of the Police, for example regarding bribery, less friendly, and unfair treatment as shown in sample column in Table 2.10. However, the second highest opinion (21.5%) regarding POLRI programs is that it is good, for example, there are those who think that they are good, are in accordance with their wishes, and some even say that they are good. These two things illustrate that not all community members have a bad view of POLRI programs.

The third highest opinion (18.1%) is regarding the improvement of programs that have been carried out by POLRI, for example increasing the ticketing program, increasing ambulance escort, and increasing liquor raids. This shows that the community's response to POLRI programs has been quite good, but several things need to be improved. The lowest opinion (16.1%) regarding POLRI programs is related to security issues, generally respondents view the need for better security improvements. For example, they think they don't feel safe yet, security must be improved, and traffic order is in order.

These various opinions illustrate that most of the respondents still think that the police mentality is not good, however, some also feel that the programs have been carried out well. In addition, two things that must be considered by POLRI are the issue of improving security and order programs in daily activities carried out by POLRI and increasing security. The second question regarding the role and function of POLRI in maintaining security and order, as many as 59% of respondents thought that the role and function of POLRI were in accordance with the

expectations of the community. The remaining 39.6% thought it was not appropriate, and 1.4% did not answer. Based on the opinion of the second question, it can be concluded that the majority of the public is of the opinion that the roles and functions carried out by POLRI are in accordance with the public expectations. Only 1.4% think that these roles and functions are not in line with public expectations.

Table 2.11. Service Quality of POLRI Institution

No.	Question	1	2	3	4	5	Total	Average
3.	The overall equipment/infrastructure owned by POLRI to maintain order and security or crime is good (Tangibility)	39	76	158	159	66	1631	3,275
4.	In handling cases of order, security, or crime, POLRI officers always behave/act pleasantly (empathy)	47	103	151	138	59	1553	3,118
5.	In handling cases of order, security, or crime, POLRI officers are always reliable (reliability)	36	99	170	136	57	1573	3,159
6.	In handling cases of order, security, or crime, POLRI officers are always responsive (responsiveness)	56	95	150	128	68	1548	3,115
7.	Every crime case handled by the POLRI in handling cases of order and security or crime is always guaranteed to be completed (assurance)	46	110	158	123	60	1532	3,082

Source: obtained from primary dat

Questions 3 to 7 related to the role and function of POLRI are adapted from the concept of service quality, namely the concept of the dimensions of service quality provided by an organization to its stakeholders or customers. The first question is related to the dimensions of Tangibility, Empathy, Reliability, Responsiveness, and Assurance (assurance). Respondents' responses to the five dimensions showed scores above 3 in all, meaning that respondents' responses to the quality of services provided by the police to the community were quite good. The highest score is the dimension of physical evidence (3,275) while the lowest is assurance, which is 3,082. This shows that the public's perception of the quality of police services is quite good, the best being physical evidence or the infrastructure owned by the police. Meanwhile, what is still low that needs to be considered is the issue of guarantees that the cases handled by the police will be completed,

5. CONCLUSION

By referring to the description and analysis of the results of the research sub-section above, there are several things that can be conluded as follows:

1. The performance of the POLRI related to maintaining the unity and integrity of the Republic of Indonesia shows a good perception value. This can be seen in 3 of the 4 questions asked to respondents regarding the function of the POLRI in maintaining the unity and integrity of the Republic of Indonesia, the score for 3 questions is above a value of 3, on a Likert scale it means good, and 1 question has a score below 3, which is 2.99. (Table 2.2).

2. In public perception, the main tasks of the POLRI are believed to be well completed as part of maintaining the unity and integrity of the Republic of Indonesia, namely: Maintaining the stability of the Indonesian economy, especially being considered successful in handling money laundering cases and dealing with corruption cases (Table 2.4).

3. The public generally understands the sectors that are considered to be related to political/legal issues, and believe that the handling of political/legal cases that have been carried out by POLRI has been quite good (Table 2.5. and Table 2.6)

4. The public has good faith in POLRI's handling of cases related to conditions of public order and security (Table 2.7).

5. The community has good faith in POLRI's handling of cases related to COVID-19 cases (Table 2.8)

6. Most of the public (59%) have the perception that the role and function of the POLRI in maintaining security and order is in line with public expectations (Table 2.9). This shows that public satisfaction with the role and function of POLRI is quite high, because the perception of the suitability between expectations and the performance of an institution is a picture of community

satisfaction with the institution.

Furthermore, to realize the role and function of the POLRI in accordance with Law Number 2 of 2002 concerning the Indonesian National Police, POLRI must be able to realize public security and order, uphold the law, the implementation of protection and public services, as well as the establishment of public peace by upholding human rights. The following strategies and programs can be recommended for POLRI in the future:

1. Carry out a paradigm shift, especially regarding the duties and functions of POLRI, namely breaking away from political forces or intrigues that can bring POLRI into the practical political arena to become a civilian police, namely a modern and democratic police that is

   impersonal by understanding the characteristics of society and the culture.

2. Trying to make changes related to the behavior of the police as law enforcers through drawing sympathy from the public, not through water cannons, tear gas, or rubber bullets which have often been heard of by POLRI in resolving cases related to public security and order.

3. Implement a professional police system or known as police professionalization, which is to determine the existence and function of the police as community protectors and law enforcers in accordance with the demands of Indonesian society. Police professionalism is the attitude, way of thinking, actions, and behavior, the implementation of which is based on police science, which is dedicated to humanity or protecting human dignity as the nation's main asset in the form of maintaining security, order, and upholding the law.

4. Community Policing Development. The community approach to policing has become the dominant impact of police service delivery models in recent years. In this model, frontline police officers are key in building relationships with the community and are the liaison within the community to identify priorities, develop strategies, and deliver services.

5. Community policing is not carried out to fight crime, but to find and eliminate the source of crime. The basis for conducting community policing is as follows:

   a. Carried out in a small scope (village) which emphasizes heart-to-heart communication (understanding the local language and customs of the local ethnic community), to grow and increase the trust of community members to police officers. This is then followed by data collection by categories (settlement, offices, names of residents/heads of families, etc.) and recording complaints from the public.

   b. Police officers attempt to solve various

social problems in their environment, especially those related to security issues.

c. Attempts to reduce the community's fear of crime, through walking patrols, cycling patrols, or guarding at vulnerable hours

d. Prioritizing the creation and maintenance of social order in their area of duty so that community members can carry out their activities and productivity processes with a sense of security without any fear.

e. Using an approach that is no longer to threat, but to the potential that exists to create and maintain social order

f. Maintaining the relationship with the public by continuing to show and act to the respective roles and functions

6. Changes in Organization and Management through Kurt Lewin's change process as follows:

a. Unfreezing phase: strengthening the separation of POLRI from ABRI by returning activities to their main tasks. For example, enforcing the law (rule of law) in the true sense (article 1 of Law No. 14 of 1970), upholding human rights; uphold democracy; uphold true nationalism in the youth oath, so that there are no more divisions in society; nurturing, protecting, guiding, and serving the community in order to create order and a sense of security; and (acting on violations and arresting criminals) always pay attention to human rights and the law and are non-violent while carrying out their duties.

b. Change phase: Implement police professionalism by providing conceptual and theoretical knowledge about various social and police problems, and analytical skills to overcome or reduce them. In this regard, POLRI is developing its policing system by utilizing or based on studies or research conducted or developed in police science.

c. Re-freezing phase: This phase is marked by conducting various monitoring of the changes that have been made. Management of change in the Police environment follows the following rules. Changes can occur in organizational structures, systems and procedures, organizational target personnel, and other things, according to the demands of the situation. However, the core values of POLRI institution as the "spirit" of the organization, namely the Tri Brata principle and the spirit of the state Bhayangkara will not change, and will remain sustainable. This stabilization is carried out by building 7 performance components to become a high-performing police institution: 1) the police code of ethics, regulations and clear instructions in all fields that are used as guidelines in the implementation of policing both from the management level and individual police officers, 2) standardization and formalization of police duties, 3) a fit and proper test for candidates before occupying certain positions or

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positions, 4) a performance appraisal system in all fields based on the productivity of each section or function, 5) a reward and punishment system that objective, consistent and consistent, 6) leadership and delegation of authority, and 7) learning organization.

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