Determinants of Optimizing the Role of Bhabinkamtibmas in Building Public Trust

M. Awal Chairuddin¹, Husain Syam², Haedar Akib³, Toto Imam Santoso⁴, Hasnawi Haris⁵, Rifdan⁶,
¹Polisi Republik Indonesia (POLRI), Indonesia
²³⁵⁶Universitas Negeri Makassar, Indonesia
⁴Komando Daerah Militer XIV/Hasanuddin, Indonesia
Email: haedarakib@unm.ac.id

ABSTRACT

Determinants as supporters or obstacles to optimizing the role of Bhabinkamtibmas in building public trust are analogous to two sides of one coin which revolves around the implementation of the main tasks, authority, and functions of the institution that accommodate it. These organizational factors have a sustainable impact on service effectiveness and strengthening relations between government institutions and the community. The article resulting from this research explains the determinants of optimizing the role of Bhabinkamtibmas in building public trust in certain loci. Data, information, and knowledge regarding the research focus were obtained through observations, interviews, and focus group discussions with informants as members of Bhabinkamtibmas (police, army, sub-district officials), community leaders, religious leaders, non-governmental organizations (NGOs), and academics. The data is analyzed using an interactive model which includes data collection, data condensation, and verification using the Important Performance Analysis (IPA) technique which is presented through a spider curve, and drawing conclusions. The research results found that there are several aspects as determinants that support or hinder efforts to build public trust in the demarcation of duties of the Makassar Indonesian Big City Resort Police (Polrestabes). Determinants as supporters or obstacles to optimizing the role of Bhabinkamtibmas in building public trust include the quality of public services, actor leadership style, transparency and accountability, public participation, effective communication, justice and equality in public policies and services, competency and integrity of the apparatus. The glue that unites the sustainability of these determinants is the leadership style and learning of the Bhabinkamtibmas organization as a representation of the Indonesian National Police (Polri).

Keywords: Public trust; Bhabinkamtibmas; Supporting or inhibiting; Determinant

INTRODUCTION

Public trust is a tangible asset (Galassi & Mancinelli, 2017; Piqueiras Conlledo, 2020; Putnam, 1993), social capital (Myeong & Seo, 2016; Newton, 2001; Persson, 2008), and power (Patalano, 2000; Scanlan, 2000) which determines efficiency and effectiveness, credibility and accountability in government administration, development, public services, and sustainable community empowerment. Public trust is understood as the motivation, willingness, and sincerity of society to believe that the role of individuals and institutions providing public services can be valuable for fulfilling shared needs and interests at a multi-level at a particular locus. According to experts and researchers (Chairuddin, 2023; Chairuddin et al., 2023; Houston & Harding, 2013; Maman et al., 2022; Wahyuningsih, 2011) high public trust can influence society to follow
government policies, respect the law, strengthen democracy and social stability. On the other hand, low public trust influences people to reject government policies, doubt the integrity of government institutions, and weaken democracy and social stability.

In the context of globalization and the rapid development of information technology, the challenges in building and maintaining public trust are increasingly complex (Daraba, 2021; Gracia & Arino, 2015; Lim et al., 2012). Therefore, the government and public institutions always adapt to the changes that occur and continue to strengthen efforts to build public trust. Thus, it is assumed that when the relationship between government and society is going well because of the strength of the determinant factors of public trust, then the acceptability of public policy is also good or high as a precondition for creating sustainable harmonization of social, national, and state life.

Public trust does not stand alone but is influenced by several individual and institutional factors that accommodate it. Therefore, the article resulting from this research explains the determinants as supporting or inhibiting the optimization of the role of Bayangkara Security and Order Advisor (Bhabinkamtibmas) in building public trust in the task demarcation of the Makassar Big City Resort Police (Polrestabes), Indonesia. The determinants in question are the quality of public services, transparency and accountability, leadership and organizational learning, public participation, effective communication, justice, and equality, as well as competence and integrity.

Public trust is the determination shown by the community towards government institutions (organizations), companies, non-profit institutions, or individuals providing public services in meeting common needs and interests at a particular locus (Chairuddin et al., 2023; Daraba, 2021; Haning et al., 2020; Houston & Harding, 2013). This concept emphasizes the importance of transparency, integrity, accountability, responsiveness, acceptability, accessibility, and public participation in building public trust.

Several factors influence public trust in the government, such as transparency, accountability, public participation, and the quality of public services (Chairuddin et al., 2023; Daraba, 2021; Haning et al., 2020; Houston & Harding, 2013). It is further stated that a lack of public trust affects public participation, increasing non-compliance with laws which affects overall government performance. The lack of public trust causes society to look for other alternatives, such as strengthening social and economic relations outside the government or choosing a more authoritarian form of government. Therefore, Houston & Harding's (2013) ideas contribute to understanding the role of public trust in improving government performance because a lack of public trust affects the relationship between government and society. Likewise, it provides useful information in decision-making and building harmonious relationships between government and society.

The quality of public services as a factor that influences public trust is explained by experts (Henry, 2017; Hood, 2010; Kim & Kim, 2016) that the government and institutions providing quality and effective public services can increase public trust. It is assumed that good quality public services increase public trust in the government and public institutions. On the other hand, if public services are poor or do not meet people's expectations, then public trust can decrease.

Several experts put forward indicators for measuring the quality of public services that influence public trust, namely Parasuraman et al., (1988) who developed the SERVQUAL model which consists of five dimensions, namely reliability, assurance, responsiveness, accountability, and empathy. According to him, the quality of public services can be measured by measuring
public perceptions of these five dimensions. Furthermore, Albecht & Zemke (1985) stated that the quality of public services is measured based on public perceptions of reliability, responsiveness, and product quality. Likewise, Yang (2015) stated that the quality of public services is measured by analyzing public perceptions of three dimensions, namely product quality, process quality, and environmental quality.

Indicators for measuring the quality of public services that influence public trust vary, but in general, measuring the quality of public services can be done by measuring public perceptions of reliability, responsiveness, product quality, process quality, and environmental quality, as well as guarantees and empathy from the government and public institutions in providing public services.

According to Charvet (2001), transparency and accountability of government and public institutions' actions can increase public trust because the public understands the decisions made and their consistency with the required budget allocation. Transparency and accountability are important factors that influence public trust and are also based on the views of experts, including, Przeworski et al., (1999) who state that transparency and accountability are important factors in building public trust in the government and public institutions. Godbole (2003) stated the same thing that transparency and accountability are determinants in increasing public trust in the government and public institutions and help ensure that government and public institutions' decisions are based on accurate and reliable information. Likewise, Bovens (2007) stated that transparency and accountability are important factors in building public trust.

Good leadership as a determinant of public trust is explained by Lyman & Adler (2011) that good leadership builds public trust by showing integrity, wisdom, and the ability to solve problems. Good leadership as a determinant of public trust is also stated by experts. Kouzes & Posner (2023) state that good leadership shows a clear vision, motivates people to work together and acts ethically to help strengthen relations between government and society and increase public trust. According to Grint (2010), good leadership understands the needs of society, provides clear direction, and shows loyalty to moral and ethical principles. Leadership increases public trust in the government and public institutions and strengthens the relationship between government and society. Weber (1978) stated that good leadership shows competence, integrity, and autonomy, thereby strengthening public trust and improving the performance of government and public institutions.

Referring to expert opinion, it is understood that good leadership is an important factor in building public trust in the government and public institutions. Good leadership shows a clear vision, motivates people to work together, acts ethically and aesthetically, understands society's needs, provides clear direction, shows loyalty to moral and ethical principles, and demonstrates competence, integrity, and autonomy. In other words, good leadership increases public trust in the government and public institutions and strengthens the relationship between government and society.

Public participation as a factor that influences public trust is explained by experts (Bovaird, 2007; Dahl, 2020; Nabatchi, 2010; Rowe & Frewer, 2000) that public participation in the decision-making process increases public trust in the government and public institutions. The assumption is that when the public is involved in the policy-making process, they feel they have control over the resulting policies. Paying close attention to the expert's opinion provides an understanding of community participation as a determinant that supports efforts to build public
trust in the government and public institutions. High community participation confirms assumptions regarding decisions taken by the government and public institutions based on input from the community and functions as a bond between the government and the community. Thus, community participation is a precondition for efforts to build public trust in the government and public institutions.

According to Page & Shapiro (2010), effective communication by government officials and institutions providing public services supports increasing public trust, especially by service recipients. Communication built by government officials in serving affects the a posteriori perception of society because the messages conveyed are clear, transparent, and accurate. Effective communication as a determinant of public trust stated by several experts (Cook, 2012; Grunig, 2009; Mossberger et al., 2007) that effective communication strengthens the relationship between government and society because it conveys accurate and reliable information, and pays attention to the interests and needs of the community, thereby strengthening harmonious relations between the government and the community.

Justice and equality as determinants of public trust are stated by experts (Intelligence, 2018; Rothstein, 2011; Tyler, 2006; Welch et al., 2005) that justice and equality in implemented policies determine the quality and accountability of organizational governance that supports public trust in the government and public institutions. Justice and equality in government policy means that decisions made by the government are based on just principles and the interests of society fairly and equitably.

The competence and integrity of state administrators as factors supporting or inhibiting public trust are explained by Moynihan (2008) and several experts (Alford, 2009; Hood & Lodge, 2006; O’Leary, R., Gerard, C. C., & Bingham, 2006) that competence and the integrity of government officials increase public trust because they provide quality, efficient and effective services. Based on this expert opinion, it is clear that competence and integrity are determinants of public trust in the government and public institutions. Government officials who are competent and have high integrity provide quality public services and work effectively and efficiently.

These organizational factors are interconnected and influence public trust in the government and the institutions that accommodate it. Therefore, it is important for government officials and supporting institutions both at the central and regional levels, including individuals and Bhabinkamtibmas institutions, to pay attention to these organizational factors in building strong and sustainable public trust.

METHOD

Descriptive-constructive research (Moleong, 2001; Patton, 2005; Saebani & Ahmad, 2009; Silverman, 2020) with a phenomenological approach explains seven determinants as supporters or obstacles to optimizing the role of Bhabinkamtibmas in building public trust. The determinants in question are quality public services, actor leadership style, transparency and accountability, public participation, effective communication, justice and equality in public services, competence and integrity, and organizational learning. Data, information, and knowledge about the role of
Bhabinkamtibmas in building public trust were obtained using observation and interview techniques (Jamshed, 2014) with informants representing Bhabinkamtibmas members (Bhabin, Babinsa, village heads), informants representing community leaders, youth leaders, members of Non-Governmental Organizations (NGOs), academics who live within the task demarcation of the Makassar Big City Resort Police (Polrestabes), Indonesia. Apart from that, data, information, and knowledge were also obtained from the results of focus group discussions and through document searches that presented the role of Bhabinkamtibmas in the research locus. The data is processed and analyzed descriptively-qualitatively using an interactive model (Miles et al., 2018) which includes data condensation, data presentation, verification using the Important Performance Analysis (IPA) technique (Oh, 2001) which is presented through a spider curve, and conclusion.

RESULTS AND DISCUSSION

Quality of public services. Good service quality as a determinant of public trust is the result of measuring a posteriori (direct experience) perceptions of the community regarding reliability, responsiveness, product quality, process quality, environmental quality, assurance, and empathy from police officers through the role of Bhabinkamtibmas in creating security, order, obedience, and participation of the community or residents in Makassar City. The results of the observations show that the dimensions of public service quality related to the role of individuals and institutions of Bhabinkamtibmas play an important role in creating and maintaining public trust in this institution and its members which include the police (Bhabin), Babinsa (elements of the Indonesian National Army/TNI) and joint village heads the apparatus.

The quality of public services is considered a key element in accommodating harmonious relations between the police, in this case, the Bhabinkamtibmas officers and citizens or residents in Makassar City. This public service context involves the community's a posteriori perception of various aspects or indicators, as research results show that currently, Bhabinkamtibmas has been able to provide a quick response to community needs, thus influencing the community's perception of the credibility of this protection institution. Apart from the quick response, the behavior of state officials in providing clear information also plays an important role in increasing public trust in Bhabinkamtibmas. Based on the results of the address, it can be seen that when the public receives transparent and accurate information from this institution, the public becomes more confident and understands the tasks carried out by Bhabinkamtibmas in maintaining security, order, obedience, and community participation.

Public trust is not a trivial matter in the context of Bhabinkamtibmas’ duties because public trust can be built through a harmonious and positive relationship between this institution and the community. This step can help build stronger collaboration between Bhabinkamtibmas and the communities it serves. Furthermore, public trust has a positive impact on the effectiveness and optimization of the role of Bhabinkamtibmas. The assumption is that when the public has high trust in government institutions, they tend to be more cooperative and support the efforts made by Bhabinkamtibmas in maintaining order and security and maintaining community obedience and participation.

According to informants representing Bhabinkamtibmas (Interview: NSA; BS; Syi; MR; MF; IA, September-October 2023), considering the key role of Bhabinkamtibmas in maintaining order and security in its environment, efforts to build and maintain public trust are a top priority.
Public trust is a strong foundation for maintaining social stability and minimizing the potential for conflict. Therefore, local government officials together with members of Bhabinkamtibmas work together to improve the quality of public services offered, although the results also depend on the perceptions and assessments given by the community in Makassar City.

Improving the quality of public services focuses on aspects such as improving service systems and procedures accompanied by training and education for Bhabinkamtibmas members to ensure they have the skills and knowledge needed to interact with a variety of community members. Apart from that, transparency in collective actions and decisions in this institution is very important to build strong public trust, as we hope.

In the current digital information era, effective communication is a key element in building public trust. Bhabinkamtibmas uses various modern communication channels to disseminate relevant and accurate information to the community so that the community feels involved and targeted with the new information they need. These findings are supported by the results of interviews with community leaders (Interview: HR; Mi; AAA, June 2023), members of Bhabinkamtibmas (Interview: NSA; BS; Syi; MR; MF; IA, September-October 2023), including with related parties who consistently emphasizes the central role of quality public services in the context of building public trust. The supporting factors revealed in the interviews highlight high-quality public services, including quick response to community needs, provision of clear information, and a friendly and caring attitude because all of these factors influence the community's positive and negative perceptions of Bhabinkamtibmas. On the other hand, the low quality of public services and public participation was found to be the main obstacle in efforts to build public trust in government institutions. This is to the results of interviews which state that factors such as effective communication, good actor leadership style, high personnel competence, and transparency in decision-making and actions taken by Bhabinkamtibmas members, are all considered as factors that support or influence the level of public trust. Therefore, the results of this research emphasize the importance of simultaneous efforts to improve the quality of public services as a key factor in strengthening harmonious (positive) relations between Bhabinkamtibmas and citizens in Makassar City. Thus, efforts to improve the quality of public services are a determinant of efforts to build or maintain strong public trust as well as the essence and value orientation in maintaining order and security of the community or population in the Makassar Police's task demarcation area.

Leadership Style. Leadership is a key factor that has a significant influence on optimizing the role of Bhabinkamtibmas in building public trust in Makassar City. In this context, leadership style is not just a managerial aspect in the police organizational structure, but also an attitude and behavior that shapes the way Bhabinkamtibmas interacts with the local community. The leadership style adopted by Bhabinkamtibmas officials, whether inclusive, public service-oriented, or authoritarian, directly and indirectly, influences the way they build strong and harmonious relationships with the citizens or residents of Makassar City.

Inclusive leadership that focuses on collaboration, participation, and understanding community needs allows Bhabinkamtibmas to win the hearts and trust of residents effectively and appropriately. On the other hand, an authoritarian leadership style that emphasizes command and control (coercive) without paying attention to people's aspirations hinders the process of building public trust. Thus, leadership style is not only a supporting factor but also has the potential to become an obstacle in Bhabinkamtibmas' efforts to build public trust in Makassar City. Therefore, a deep understanding of the actor's leadership style in interacting with the social environment in
diverse local cultures is very important as an effort to optimize the role of Bhabinkamtibmas in maintaining security and order, building strong trust and obedience among fellow citizens and social relations with government officials.

The research results reveal that leadership style is an important factor that influences the optimization of the role of Bhabinkamtibmas in building public trust in Makassar City. This reality is by the results of interviews (HR; Mi; AAA, June 2023) with members of Bhabinkamtibmas (Interview: NSA; BS; Syi; MR; MF; IA, September-October 2023) who in principle stated that the actor's leadership style plays a very important role in encouraging the community, namely through the role of government officials (Babin, Babinsa, sub-district officials) to achieve the expected goals. Thus, an effective actor leadership style is a strong supporting factor in efforts to build public trust. An inclusive leadership style that focuses on the quality of public services and a commitment to listening and dealing with community problems proactively has had an impact on strengthening the role of Bhabinkamtibmas in establishing harmonious relationships with community members.

On the other hand, an authoritarian or less responsive leadership style is an obstacle to building public trust. The informant admitted that this hampered communication and the effectiveness of relations between Bhabinkamtibmas and the community, as well as reducing the credibility of the actors in the eyes of the public. To anticipate this, the results of this research report the importance of training and leadership development for individual members of Bhabinkamtibmas. Apart from that, strong support and direction from the police are very necessary to create a work environment that supports efforts to build public trust in Makassar City. Thus, an appropriate leadership style, namely collaboration and participation, is a key factor in optimizing the role of Bhabinkamtibmas in building harmonious relationships with the community, on the other hand, the actor's authoritarian and coercive leadership style reduces the weight of public trust in the government.

Transparency and accountability. Transparency and accountability are two determinant factors in carrying out the role of Bhabinkamtibmas in realizing public trust, both as supporters and obstacles. Transparency refers to the extent to which policies, regulations, actions, and decisions taken by Bhabinkamtibmas can be accessed and understood by the public. When its members together with Babinsa and sub-district officials operate or patrol openly and clearly in their work steps, this can increase public trust. On the contrary, the lack of transparency and closed attitude of its members causes doubt and distrust towards individuals and institutions that protect this society. Meanwhile, the accountability dimension of institutions and individual actors refers to Bhabinkamtibmas' ability to be responsible for the actions they take, both individually and institutionally. This includes accountability for policies implemented, actions chosen, and how they handle ethical violations or errors in their duties. High accountability strengthens public trust because the public feels they have relied on Bhabinkamtibmas to be responsible for their attitudes and actions.

The imbalance between excessive transparency and the protection of sensitive information in police operations is a complex situation. On the one hand, excessive transparency has the potential to reveal confidential or tactical information needed by Bhabinkamtibmas in dealing with certain situations. For example, in anti-terrorism operations, too much transparency can provide an advantage to terror perpetrators who may instead be able to use the information obtained to avoid arrest or better prepare attacks. In addition, protecting sensitive information is
important to maintain the security of its members. In operations that involve physical risks, such as rescuing hostages or arresting perpetrators of serious crimes, confidentiality regarding operational plans and strategies is very crucial, because if all information is open to the public, the risks for Bhabinkamtibmas members can increase significantly.

On the other hand, it was understood by informants (Interviews: NSA; BS; Syi; MR; MF; IA, September-October 2023) that too much regulation and excessive monitoring could be an obstacle for Bhabinkamtibmas. When the supervisory process is too complicated or too many bureaucrats are involved in the task, rapid response to emergencies or criminal acts is hampered. Excessive monitoring also makes its members (subdistrict officials, Bhabin, Babinsa) feel constrained in their actions which may reduce the effectiveness or optimization of their role in maintaining order and security.

Based on this description, it is important to strike the right balance between the dimensions of transparency, protection of sensitive information, regulation, and monitoring. Reality is based on situations and conditions in different contexts. Bhabinkamtibmas is considered to have been able to recognize and plan when to operate with high confidentiality and when they can be more open to the public. In addition, the regulations are designed in such a way that they still allow members to act quickly in emergencies while maintaining accountability.

Effective communication between Bhabinkamtibmas and the community and a shared understanding of the importance of balancing the roles of individual actors and institutions support efforts to maintain security and public trust in the demarcation of their duties. Therefore, it is important to achieve a balance between transparency and accountability necessary to build and maintain public trust, while paying attention to the security and operational effectiveness of Bhabinkamtibmas. To maintain openness and proportional responsibility, Bhabinkamtibmas has been able to strengthen its relations with the community and carry out its role in maintaining order and security in Makassar City.

Public participation. Public participation is an important aspect of implementing the Bhabinkamtibmas work program in Makassar City because public participation includes all elements of civil society that accommodate and provide an umbrella. Public participation is important because it is the basis for creating security, order, and public compliance with the rules or policies made. Public participation reflects the active involvement and contribution of citizens in maintaining social stability and security at multiple levels, including in the demarcation of Bhabinkamtibmas' duties in Makassar City.

In the context of the role of Bhabinkamtibmas, public participation includes various forms. Firstly, it is meaningful as a form of cooperation between Bhabinkamtibmas and residents in identifying security or order problems in their environment. Citizens can provide information about suspicious activities or criminal incidents witnessed to help Bhabinkamtibmas members take appropriate preventive or actionable actions. Apart from that, public participation takes the form of cooperation in organizing community programs aimed at increasing awareness about the rules and norms that apply in society. Bhabinkamtibmas has played a role in providing legal and ethical understanding to residents while residents are actively involved in activities aimed at supporting security and public order, such as joint patrols or crime prevention.

Public participation includes holding community meetings, open dialogue, or discussion forums where Bhabinkamtibmas and community members interact directly. This meeting is a vehicle for understanding the needs and aspirations of the community, as well as building harmonious relationships between police officers and community members. Public participation
includes monitoring and evaluation by the community of the performance of Bhabinkamtibmas members. Through this method, residents provide responses and feedback on how Bhabinkamtibmas carries out its duties so that its performance continues to be improved by the needs and expectations of the community.

In this context of togetherness, public participation is not just an instrument to improve security and order, but also a way to build harmonious relations between Bhabinkamtibmas and community members. This vehicle creates mutual trust and better cooperation and in turn, strengthens the foundation of public trust. In other words, public participation is not only the responsibility of Bhabinkamtibmas members in carrying out their work programs but is also a concrete manifestation of the spirit of democratization and collaboration that involves the community in organizing and maintaining security and order in Makassar City. In other words, public participation is evidence of active cooperation between the Habin, Babinsa, and sub-district officials and community members, which has a multiple impact on creating a safe, orderly, and just environment.

**Effective communication.** The effectiveness of the communication that is built plays a very important role in forming a harmonious relationship between Bhabinkamtibmas and the community or residents in Makassar City. Communication and outreach are key factors in clarifying the role of Bhabinkamtibmas to its audience, namely the community served in its work area.

The summary of research and interview results explains several effective steps in communicating. First, effective communication involves conveying messages that can be easily accessed and understood by the people receiving services. Bhabinkamtibmas can communicate the vision, mission, and goals of the police in simple and clear language. In situations like this, officials avoid using technical terms or language that is difficult for the public to understand so that the messages conveyed are relevant to everyday needs and realities. Then, providing clear and accurate information to citizens is an important element in harmonious and effective communication.

Bhabinkamtibmas can provide information about police services, programs, and initiatives in an accurate, timely, and timely manner, because previous experience shows that unclear or inaccurate information causes confusion and distrust in the community, even being considered a hoax. Furthermore, effective communication involves paying attention to the interests and needs of society. Bhabinkamtibmas is willing to listen to input, questions, suggestions, and concerns from community members. By focusing on community needs, Bhabinkamtibmas has adapted its duties to the real situations and conditions faced by residents. Through this working mechanism, a closer relationship has been created between the police or Bhabinkamtibmas and the community and this in turn strengthens public trust.

Lastly, effective communication plays a role in strengthening relations between Bhabin, Babinsa, and sub-district officials or Bhabinkamtibmas and the community in their work areas. This way of communicating includes efforts to create harmonious relationships and mutual support for fellow Bhabinkamtibmas members because it is based on mutual understanding, trust, and collaboration. In other words, this communication is achieved through open dialogue, participation in community activities, and quick responses to real problems and needs that are felt together. Effective communication is an important vehicle in clarifying the role of Bhabinkamtibmas to the community, providing clear and accurate information, paying attention
to the interests and needs of the community, and strengthening the relationship between the police or Bhabinkamtibmas and its citizens so that by effective communication Bhabinkamtibmas has created a safe and comfortable environment, harmonious, and trusted by the people of Makassar City.

**Justice and equality in public services.** Justice and equality in government policies and public services are important pillars in realizing the vision and mission of police institutions (Bhabin), TNI (Babinsa), and sub-district officials as members of Bhabinkamtibmas to ensure security, order, obedience, and participation of the community or residents of Makassar City. This reality reflects a strong commitment to the implementation of basic principles that underline that every individual citizen, regardless of social, economic, or cultural background, has the same rights or interests to protect themselves and obtain fair services from government institutions, including assistance from Bhabinkamtibmas officials.

In practice, justice means that policies and decisions taken/made by the police or Bhabinkamtibmas members are not based on subjective or biased reasons, but are based on facts, evidence, and fair legal principles. This means that everyone has the same right to be treated fairly in the legal process, without any discrimination, and every violation of the law is handled consistently regardless of the background of the individual concerned. In addition, equality in public services means that every citizen or resident of Makassar City has the same rights and obligations to access quality public services without any obstacles or discrimination. Public services at the research location have been designed in such a way that they can be accessed by all levels of society, including those in slum areas or underprivileged communities. The results of the observations confirm this information that policy planning efforts that are evenly aligned with the public interest are the key to creating an inclusive and fair environment through the role of Bhabinkamtibmas.

By ensuring justice and equality in public policies and services, the police, Babinsa, and sub-district officials as the three pillars of Bhabinkamtibmas in Makassar City play an important role in supporting the realization of the ideals of sustainable urban development and the creation of a safe, comfortable and harmonious environment as a vehicle for building public trust. Meanwhile, by strengthening the joint commitment of Bhabinkamtibmas members and community members to the principles of justice and equality, they have built public trust and ensured that security, order, and legal compliance are enforced fairly and based on common interests.

The results of focus group discussions (FGD) and observations reported that equality, fairness, and equity in government policies and public services is a form of a strong commitment from Bhabinkamtibmas members, especially the police, in ensuring that every decision taken is related to creating security, order, obedience, and participation the people or residents of Makassar City. According to them, this is based on the principles of equitable public services. It can be seen that every action carried out by Bhabinkamtibmas members is based on the principle of justice so that all members of the community have the same rights and obligations in protection, service, and law enforcement (Interview: NSA; BS; Syi; MR; MF; IA, September-October 2023). Apart from that, in interviews it was also found that the public policies implemented by Bhabinkamtibmas were designed by taking into account the public interest equally. Its members seek to identify security problems affecting various groups of society and seek to create solutions that are fair to all parties to the confrontation. This method includes efforts to facilitate dialogue with various stakeholders in the community, listening to residents’ feelings and needs, and
integrating feedback into decisions, policies, or programs implemented. Thus, Bhabinkamtibmas’ efforts to ensure justice and equality in public policies and services are not just lip service but are reflected in its daily work practices. Justice and equality in services are important components in building public trust in institutions that accommodate and achieve their main goals, namely creating security, order, obedience, and community participation in Makassar City.

**Competence and integrity.** Competence and integrity are two very important aspects in the context of individuals and Bhabinkamtibmas institutions which have a direct impact on the ability to maintain security, order, obedience, and community participation in Makassar City. The results of interviews with members of Bhabinkamtibmas and related officials confirmed that personal competence refers to the knowledge, attitudes, and skills possessed by police (Bhabin), Babinsa, and sub-district officials as Tripika Bhabinkamtibmas. The personal competency in question includes a deep understanding of legal issues, regulations, the role and characteristics of institutions, the ability to communicate well (ethically, and aesthetically) with the public, and skills in assessing and handling complex situations.

Actor integrity is highly emphasized in efforts to build public trust. Integrity refers to the honest, ethical, and ethical behavior of Bhabinkamtibmas officers. The public trusts officers who are believed to have acted with high integrity carried out their duties well, acted fairly, and not been involved in practices that are detrimental to the community. Interviews with the public revealed that public trust in Bhabinkamtibmas is very dependent on its perception of the competence and integrity of the individuals and institutions that accommodate its role. When the public sees Bhabinkamtibmas officers as individuals who are competent and have integrity, they tend to be more supportive and willing to cooperate in creating a safe and orderly environment in Makassar City.

In a broader context, the results of this interview strengthen the general view that competence and integrity are two key elements in carrying out the duties and roles of the police, including Bhabinkamtibmas. Good knowledge, the necessary skills, a friendly attitude, and high integrity are a strong foundation for building public trust and realizing the goal of creating security, order, and community obedience and participation, especially if it is carried out effectively, efficiently, with quality, and sustainably in Makassar City. Therefore, developing competency and maintaining the integrity of officers is a priority in human resource management (HRM) and the selection of Bhabinkamtibmas officers tasked with ensuring the provision of the best services for the community.

**Organizational Learning.** Based on research results (observations, interviews, focus group discussions, and documentation) it was revealed that every leader at all levels (Kapolrestabes, Kapolsek, Subdistrict Head, Village Head, Babinsa) greatly determines the level of performance and professionalism of his members in the field. Lead actors based on the leadership style they play in creating followership, providing organizational learning and social learning provide color to their environment, including the style of individuals and Bhabinkamtibmas institutions in carrying out their duties or operating in the field. Based on observations, the command leadership pattern at the locus of organizational learning and social learning inherent in actors is still needed in the current situation and conditions in Makassar City, especially to produce the effect of following others. According to the informants (Interviews: NSA; BS; Syi; MR; MF; IA, September-October 2023) social learning with the leadership style played by the Sector Police Chief (sub-district level) let alone the Police Chief (Makassar City level) has had a very strong
impact on efforts to instill awareness of citizens to maintain security, order, obedience and community participation. Likewise in every social activity because at the same time, Bhabinkamtibmas members want to learn from the experiences, situations, and conditions they face, so directly and indirectly there is an individual learning process in the learning organization at the Bhabinkamtibmas institutional locus which has multiple impacts on the goal of security, order, Community obedience, and participation, as the results are presented in Table 1, is a comparison between expectations and reality regarding the determinants of optimizing the role of Bhabinkamtibmas in building public trust based on Important Performance Analysis (IPA).

![Figure 1. Expectations of Reality Regarding the Determinants of Public Trust Using the IPA formula](image)

Source: Chairuddin's Dissertation Research Results (2023).

Based on the previous description, it can be stated that these two determinants, namely leadership style, and learning, are directly and indirectly interconnected and are supporting or inhibiting factors in optimizing the role of Bhabinkamtibmas in building public trust in the task demarcation of the Makassar Police. This determinant is also the glue that unites other determinants, namely quality public services, transparency and accountability, public participation, effective communication, justice and equality in public services, as well as the competence and integrity of actors. In other words, there are seven basic values and value orientations that accommodate efforts to create value for the public interest and public trust based on security, order, obedience, and community participation at the research locus.
Discussion

The discussion of the results of this research is based on field findings and underlying theoretical assumptions as determinants that support or hinder the optimization of the role of Bhabinkamtibmas in building public trust at the research locus at the Makassar Indonesia Big City Resort Police (Polrestabes).

The re-actualization and revitalization of the role of Bhabinkamtibmas in building public trust does not stand alone but is influenced by several organizational factors according to the Polri organizational (institutional) dimensions which include structural dimensions and contextual dimensions as follows. This reality is to expert views and the results of previous research at different loci that several organizational factors influence the level of public trust in the government, such as transparency, accountability, public participation, and the quality of public services (Chairuddin et al., 2023; Daraba, 2021; Haning et al., 2020; Houston & Harding, 2013). This understanding is based on the assumption that low public trust affects public participation, increasing public non-compliance with the law which affects overall government performance. Lack of public trust also causes people to look for other alternatives, such as strengthening social and economic relations outside the government or choosing a more authoritarian form of government. This reality is supported by the idea of Houston & Harding (2013) that rigid organizational governance shapes the public's understanding of the urgency of public trust in improving government performance because low public trust affects the harmonization of relations between government and society and perpetuates the organizational pathology (red tape) that harbors.

Based on the research results, it was found that the factors that hinder the role of Bhabinkamtibmas in conveying messages of awareness of organizational pathology in its work area include Bhabinkamtibmas members who have concurrent duties in other organizational function units and large work areas due to the rationalization of their numbers which are not proportional to the number community members served in one area (sub-district, sub-district, neighborhood association/RW). Then, there are still Bhabinkamtibmas members who have not taken Community Guidance Vocational Education (Binmas) for various reasons. Likewise, the context of diversity in demographic and psychographic characteristics of community members or residents at the research locus. Apart from these inhibiting factors, some determinants support optimizing the role of Bhabinkamtibmas in building public trust, as understood by experts, public trust is understood as the determination shown by the community towards government institutions (organizations), companies, non-profit institutions, or individuals public service providers in fulfilling shared needs and interests at a certain locus and time (Chairuddin et al., 2023; Daraba, 2021; Haning et al., 2020; Houston & Harding, 2013). This concept emphasizes the importance of understanding the dimensions of organizational performance that are applied to a particular research locus, such as effectiveness, transparency, integrity, accountability, responsiveness, acceptability, accessibility, and public participation in building public trust.

Based on the findings of this research, it appears that organizational factors such as differences in the level of quality of human resources (HR), support from superiors (actor leadership style), as well as environmental, social, economic, political, and cultural factors greatly influence how Bhabinkamtibmas carries out its role in the field. Therefore, it is understood that the spectrum and intensity of the role of Bhabinkamtibmas varies from one place to another and
ideally all members strive to actualize their proper role. Careful assessment and understanding or perception of the role of Bhabinkamtibmas help increase its effectiveness, credibility, and accountability in maintaining security, order, obedience, and community participation as well as overcoming organizational (bureaucracy) pathology in public services at certain locations. Thus, the results of the model reconstruction of supporting or inhibiting factors as determinants of efforts to optimize the role of Bhabinkamtibmas in building public trust are abstracted (visualized) in the following spider curve model.

![Figure 2. Spider Curve Determinants of Optimizing the Role of Bhabinkamtibmas in Building Public Trust](image)

Apart from these organizational factors, the determinants of optimizing the role of Bhabinkamtibmas in building public trust play an important role in determining the level of quality of services provided to the community. First, good quality public services increase public trust in Bhabinkamtibmas. Second, transparency and accountability in carrying out tasks help create a clean government (Bovens, 2007). Third, public participation can increase positive interactions between Bhabinkamtibmas and the community (Arnstein, 2015), although in this research it is seen as a determinant that is not yet optimal in building public trust. Fourth, effective communication is a key factor in understanding people's needs and expectations (Grunig, 2009). Fifth, justice and equality are always upheld so that services are provided equally to all levels and elements of society (Rawls, 1971). Sixth, the competence and integrity of Bhabinkamtibmas are maintained to ensure professional actor performance (Moynihan, 2008).

Based on the main factors and determinant factors as supporters or obstacles in building public trust, it is stated that the role of Bhabinkamtibmas in public services is a creative solution for the community to get good services so that its performance is described from the acronym PANACEA (the panacea for all diseases) as a form of actor behavior that "Profesional-professional, Amanah-trustworthy, Netral-neutral, Akuntabel-accountable, Cekatan-agile, Etik-ethical, Adil-fair in their duties. Through the application of these performance principles, Bhabinkamtibmas also becomes a police officer who can understand and respond to your concerns..."
(Polisi ANtisipAsi keCemasan Anda)” effectively, as Chairuddin’s dissertation research (2023) found. In this way, quality public services oriented towards the interests of the community can be realized.

Based on this description, a major proposition is made that the quality of public services and public participation are two important factors in building public trust in the government and public institutions. Good quality public services and public participation can increase public trust, satisfaction, or happiness, or what is called blissful service (Akib et al., 2016, 2022), regarding services from the government and public institutions, and strengthen harmonious relations between the government and the community. This reality helps strengthen public trust because it re-actualizes the dimensions and indicators of public service quality, as introduced by experts (Albecht & Zemke, 1985; Parasuraman et al., 1988; Yang, 2015) in the literature review section of this dissertation. In other words, several organizational aspects are cemented by leadership style in the context of organizational learning in supporting public participation and providing quality services to make the community happy as a determinant of public trust.

CONCLUSION

The determinants of optimizing the role of individual Bhabinkamtibmas institutions in building public trust are based on organizational aspects that are cemented by leadership style in the context of organizational learning through public participation and the provision of quality services to make the community happy. The determinant as a supporting or inhibiting factor in building public trust is explained by the acronym ”Panacea” as a manifestation of the behavior of actors who are ”Profesional-professional, Amanah-trustworthy, Netral-neutral, Akuntabel-accountable, Cekatan-agile, Etik-ethical, Adil-fair in their work duties. Articulation and re-actualization of the individual and institutional performance principles of Bhabinkamtibmas also characterize the behavior of the main actor, namely ”the police can anticipate your anxiety” (Polisi ANtisipAsi keCemasan Anda) as service recipients. Therefore, it is necessary to revitalize the role of Bhabinkamtibmas as a Panacea in building public trust.

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