

How do service quality and police performance build trust to improve public satisfaction?

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ABSTRACT

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This study aims to explore how service quality and police performance contribute to building public trust and enhancing overall satisfaction. In an era where public perception of law enforcement is critically important, understanding the key factors that influence trust in the police is essential. The research involved 306 police officers actively serving in the field, with data collected through a questionnaire distributed via Google Forms. The primary data were analyzed using the Structural Equation Modeling Partial Least Squares (SEM-PLS) method. The analysis results indicate that the service quality of police officers does not directly enhance public satisfaction, as police performance is not adequately supported by service quality. However, police performance significantly contributes to public satisfaction, as this effect is strengthened by trust as a moderating factor. Additionally, police performance does not act as a mediating factor in the relationship between service quality and public satisfaction.

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1. Introduction

Public satisfaction with services is an important indicator for assessing the effectiveness of government organizations. Various studies have shown that public satisfaction is highly dependent on the performance of employees in the public sector and the quality of the services they provide. In this context, service quality can be understood as the public's perception of how well a service meets their expectations (Parasuraman, Zeithaml, & Berry, 1988).

The performance of employees in the public sector plays a central role in determining public satisfaction. According to Van der Voet (2016), high performance among civil servants is influenced not only by their intrinsic motivation but also by the training and resources available to them. When employees are equipped with the necessary skills and have a clear understanding of their tasks, they are likely to provide better services, which in turn enhances public satisfaction. Additionally, the role of effective leadership within public organizations is also a determining factor in employee performance (Andrews & Van de Walle, 2013).

The quality of services provided by public sector employees significantly influences public perception. The SERVQUAL model, introduced by Parasuraman, Zeithaml, and Berry (1988), identifies five key dimensions that affect service quality: reliability, responsiveness, assurance, empathy, and tangibles. In a study conducted by Hossain and Saha (2016), it was found that good service quality is directly proportional to public satisfaction. Fast, accurate, and satisfactory services not only create a positive experience for the public but also encourage greater trust and engagement with public services.

There is a strong correlation between employee performance and the quality of services provided. According to research by Wang et al. (2019), improvements in employee training and development not only enhance individual skills but also lead to better service quality. As a result, the public responds with higher levels of satisfaction. Employees who feel supported in their work are more likely to interact positively with the public, leading to better service experiences for recipients.

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Public trust in the police is a key factor that can strengthen the institution's performance. In this context, trust not only reflects the relationship between the police and the community but also influences the operational effectiveness of law enforcement and public safety efforts. When the public has a high level of trust in the police, they tend to be more cooperative, provide relevant information, and support various policing initiatives.

Research shows that this trust has a direct impact on public satisfaction. According to a study by Tyler (2004), trust in the police can enhance the public's sense of justice and satisfaction, which in turn encourages the community to actively participate in maintaining neighborhood safety. Additionally, another study by Weitzer and Tuch (2006) found that when the police are perceived as fair and transparent, the public is more likely to offer support, leading to lower crime rates and an increased sense of security.

2. Literature Review and Hypothesis Development

2.1 *Quality of Service*

Service quality can be defined as the customer's perception of how well a service meets or exceeds their expectations (Ladhari, 2009). Service quality is often linked to customer satisfaction, where higher service quality generally leads to greater satisfaction (Zeithaml, Bitner, & Gremler, 2018). This definition encompasses several key dimensions, including reliability, responsiveness, assurance, empathy, and the physical aspects or tangibles associated with the service (Parasuraman, Zeithaml, & Berry, 1988).

Service quality in the public sector refers to the ability of government institutions or nonprofit organizations to deliver services that are effective, efficient, transparent, and focused on the needs of the public. Essentially, public service quality can be measured across various dimensions such as reliability, responsiveness, assurance, empathy, and tangibles, in line with the commonly used SERVQUAL model.

Research shows that good public service quality not only impacts user satisfaction but also has a significant effect on public trust in the government. High-quality services create a positive perception, which contributes to building trust between the government and the public. When people are satisfied with the services provided, they tend to view the government as a responsive and accountable entity, thereby strengthening the relationship between the two.

For instance, a study by Welch and Pandey (2010) found that high-quality public services can enhance public trust, which is a critical foundation in the relationship between the government and its citizens. This trust, when cultivated, contributes to greater public participation in governance and support for public policies.

Moreover, improving service quality also contributes to higher governmental effectiveness. Bovens et al. (2008) emphasized that well-managed public services can enhance government legitimacy and encourage the public to become more engaged in democratic processes. With higher engagement, overall public welfare improves, as the policies enacted more accurately reflect the needs and expectations of society.

2.2 *Work performance*

Job performance refers to the outcomes or outputs produced by an individual in their work context, encompassing aspects such as effectiveness, efficiency, and the quality of tasks performed. According to Campbell (1990), performance is "a function of ability, effort, and opportunity." In this context, performance is measured not only by the final result but also by the process undertaken to achieve that result.

Police performance refers to the effectiveness and efficiency in carrying out policing duties, including crime prevention and response, law enforcement, and public service. According to Dias Felix & Hilgers (2020), police performance is "a set of actions taken by law enforcement agencies to achieve specific objectives, such as public safety and law enforcement." Police performance can be evaluated through indicators such as crime rates, public satisfaction with police services, and response to crime incidents. High work performance is contingent upon a thorough analysis of workloads, work schedules, and cost-effectiveness (Ibrahim, Putra, Suryani, 2024).

A study by Piquero et al. (2007) found a direct relationship between police performance and crime rates. The research indicates that improving police effectiveness in law enforcement can positively impact the reduction of crime rates. In this context, police performance can be assessed through indicators such as the number of arrests, case resolutions, and crime statistics. Research by Hesketh et al. (2008) explored the relationship between public satisfaction and police performance. The study's findings suggest that public perception of police performance directly affects their satisfaction with the services provided, highlighting the importance of transparency and effectiveness in policing services.

In a study by Lum et al. (2010), the importance of performance indicators in enhancing accountability within police organizations is discussed. The study identified various indicators that can be used to evaluate police performance and how these indicators influence public perception and trust in law enforcement agencies.

Police performance is a multidimensional concept that can be measured through various indicators, including crime rates, public satisfaction, and accountability. Previous research shows a close relationship between police performance, public

perception, and law enforcement effectiveness. Therefore, efforts to improve police performance must include a community-centered approach and the use of relevant indicators to evaluate their success.

2.3 Public Satisfaction

Public satisfaction refers to the perception of individuals or groups regarding the services provided by an institution, agency, or organization, including the police, government, or companies. According to Oliver (1999), public satisfaction is “a feeling resulting from the comparison between expectations and the reality experienced”. In the context of public services, public satisfaction is often measured through various dimensions, such as service quality, reliability, responsiveness, and attentiveness to the needs of the community.

According to Zeithaml et al. (2018), service quality is one of the main factors influencing public satisfaction. Their research demonstrates that improving service quality significantly contributes to public satisfaction across various contexts, including public services. Research by Liao and Shi (2021) found that public satisfaction with public services not only affects their perception of the service but also significantly contributes to their loyalty towards the institution. Public trust serves as a mediator in this relationship. Baker & Mendez (2019) reviewed various studies showing that service quality and public satisfaction play a crucial role in shaping loyalty towards public institutions and identified factors influencing service perceptions.

In the context of policing, Hesketh et al. (2008) found that public satisfaction with police services is influenced by factors such as response speed, the quality of interactions between the police and the public, and the outcomes of police actions. This study emphasizes the importance of good service to enhance public satisfaction with law enforcement.

The Customer Satisfaction Model, as explained by Kotler and Keller (2016), suggests that customer satisfaction (which can be applied to public satisfaction) is influenced by individuals' expectations and perceptions of the services they receive. In this context, the customer satisfaction model can be used to evaluate and gain a deeper understanding of public satisfaction. Public satisfaction is an important concept for assessing the effectiveness of public services. Various studies indicate that service quality, interaction, and responsiveness significantly contribute to public satisfaction. Therefore, institutions and organizations must focus on improving service quality to achieve higher levels of public satisfaction.

2.4 Trust

Trust is an individual's belief in the integrity, ability, and character of a person or institution. According to Mayer et al. (1995), trust is "an attitude directed toward an individual or organization where one expects that the actions taken will be beneficial or not harmful to oneself." In the context of policing, public trust in the police is related to the belief that the police will act fairly, competently, and in the public interest. Research by Tyler (2004) shows that public trust in the police is crucial for the effectiveness of law enforcement. This trust is shaped by the public's perception of fairness in police actions, the quality of service, and the interactions carried out by police officers.

In a study conducted by Sunshine and Tyler (2003), it was found that public trust in the police can enhance community compliance with the law. When the public believes that the police act fairly and transparently, they are more likely to obey the law and support police actions. According to Hinds (2009), public trust in law enforcement is closely related to the quality of service provided by the police. Hinds discovered that when the police deliver good and responsive service, it enhances public trust in the institution.

Research by Reisig and Lloyd (2009) indicates that public trust in the police influences their behavior in reporting crimes and collaborating with law enforcement. Individuals with a high level of trust are more likely to actively participate in maintaining community safety. Public trust in law enforcement is a crucial factor affecting the effectiveness of law enforcement and community involvement in security. Various studies demonstrate that trust can be cultivated through good service, transparency, and fairness in interactions between the police and the public.

2.5 Quality of Service and Work Performance

High-quality service is heavily reliant on the performance of workers in the public sector. Boyne (2002) asserts that there is a strong relationship between employee performance and the quality of service delivered within public sector organizations. Motivated and high-performing employees are more capable of providing services that meet quality standards and public expectations.

Furthermore, research by Brewer and Selden (2000) indicates that an organizational culture that fosters collaboration, innovation, and recognition will promote enhanced employee performance, which ultimately leads to improved service quality for the public. Enhancements in employee performance can also be optimized through continuous training, strong leadership, and the provision of adequate resources.

Service quality in the public sector plays a vital role in enhancing efficiency and public trust in government institutions. According to Parasuraman, Zeithaml, & Berry (1988) in their SERVQUAL model, service quality can be measured through

five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. This study also demonstrates that the public's perception of service quality in the public sector is influenced by the government's ability to deliver services that align with public expectations.

In the public sector, service quality is not only measured by the final outcomes of the services received but also by the process of service delivery itself. Osborne & Gaebler (1992) emphasize the importance of a new approach to public service management through the concept of reinventing government, where the public sector must be more customer-oriented, efficient, and innovative in-service provision.

Research by Torres et al. (2005) also identifies that the public sector often faces unique challenges in maintaining service quality due to resource limitations and bureaucratic regulations. However, advancements in information technology and data-driven management have enabled public organizations to manage service quality more effectively.

Employee performance in the public sector is often influenced by intrinsic and extrinsic motivation. Perry & Wise (1990) introduced the concept of public service motivation (PSM), which explains that public sector employees are motivated by a desire to serve the community. This motivation impacts employee performance levels, particularly regarding innovation, efficiency, and dedication to their responsibilities.

Research by Baldwin (1991) reveals that public sector employees are often more motivated by non-financial factors, such as job security, opportunities for social contribution, and satisfaction in fulfilling public responsibilities. Public employee performance is also correlated with organizational policies and workplace climate, where an environment that supports engagement and recognition enhances productivity.

On the other hand, Van Dooren, Bouckaert, and Halligan (2015) argue that performance evaluation in the public sector is often more complex than in the private sector due to the nature of tasks that are not always profit-oriented or focused on achieving financial targets. They suggest that to improve performance, the public sector should adopt a results-oriented management approach, where employee performance evaluation focuses on tangible outcomes and their impact on society.

H₁: *There is a positive and significant influence of service quality on police performance.*

2.6 Service Quality and Public Satisfaction

Public service is one of the primary functions of government to meet the needs of the community. The quality of public service can determine how well the public sector fulfills the expectations of its citizens (Parasuraman, Zeithaml, & Berry, 1988). According to Osborne and Gaebler (1992) in their book *Reinventing Government*, the public sector must renew its approach to service management to be more responsive and efficient while maintaining a focus on community needs. This includes the implementation of customer-oriented management principles to provide better services and enhance accountability.

Public service should not only be assessed by its outcomes but also by the processes involved in its delivery. Grönroos (1990) introduced the concept of service encounter, which emphasizes the importance of interactions between service providers and the community. In the public sector, the service delivery process often involves bureaucracy, which can slow down responsiveness. However, ongoing reform efforts are being made to streamline administrative procedures and improve service accessibility. Boyne (2002), emphasizes that improvements in service quality within the public sector can directly enhance public satisfaction, despite certain differences in characteristics between the public and private sectors. One such difference is that, in the public sector, public satisfaction is often influenced by non-functional aspects, such as perceptions of fairness and trust in government.

Research by Van de Walle (2009) asserts that in the public sector, perceptions of service quality are frequently affected by the institution's reputation, response speed, and the government's ability to effectively address complaints. The better the quality of services provided by public sector organizations, the higher the level of satisfaction experienced by the public. Additionally, Dollery & Grant (2010) highlight that public sector reforms aimed at improving efficiency and effectiveness can positively contribute to public satisfaction, especially when these reforms focus on enhancing accessibility and ensuring equitable service quality for all citizens.

H₂: *There is a positive and significant influence of service quality on public satisfaction.*

2.7 Work Performance and Public Satisfaction

The relationship between employee performance and public satisfaction in the public sector is highly significant. Boyne (2002) states that the quality of public service is greatly dependent on the performance of the employees delivering that service. High-performing employees are better equipped to provide efficient, prompt, and high-quality services, which ultimately enhances public satisfaction.

Research by Brewer and Selden (2000) indicates that public employee performance is influenced by various factors, such as leadership, work environment, and the level of recognition provided to employees. When employees feel valued and motivated, they are more likely to deliver better services, leading to increased public satisfaction.

The study by Andrews and Van de Walle (2009) shows that improvements in public sector employee performance management contribute to enhanced service quality, which is a crucial factor influencing public satisfaction levels. For instance, when employees are organized within an effective system where their roles are clearly defined and adequate resources are provided, they can respond to community needs more quickly and effectively.

According to Van de Walle (2009), public perceptions of government performance are influenced not only by the quality of services received but also by the nature of interactions with public employees. The public tends to be more satisfied when they feel treated with respect, empathy, and transparency by public sector workers.

Various strategies can be implemented to enhance employee performance in the public sector and, ultimately, improve public satisfaction. Dollery & Grant (2010) suggest that public management reforms, such as decentralization and increased accountability for employees, can lead to more efficient services that are more focused on the needs of citizens. Improving skills through training and development programs can also positively impact performance and the quality of services provided. Osborne & Gaebler (1992), in their concept of reinventing government, emphasize the importance of innovation in public service, where public employees need to be trained to address new challenges and evolving technologies to remain relevant to community needs.

H₃: *There is a positive and significant influence of police performance on public satisfaction.*

2.8 Mediation of Work Performance in the Relationship between Service Quality and Public Satisfaction

Employee performance often acts as a mediating variable in the relationship between service quality and customer satisfaction. Employees who can translate high service standards into tangible experiences for customers play a crucial role in determining the level of satisfaction the public feels regarding the services they receive. Research by Karatepe (2011) and Yavas, Benkenstein, and Stuhldreier (2004) indicates that high service quality is not always sufficient if it is not supported by adequate employee performance. Employee performance mediates the relationship between service quality and public satisfaction through positive and responsive interactions.

Many empirical studies demonstrate that service quality has a direct influence on customer satisfaction; however, this impact is mediated by employee performance. According to research by Babakus and Boller (1992), the service quality perceived by customers often depends on the individual performance of employees in delivering services that meet customer expectations. The study by Yavas, Benkenstein, & Stuhldreier (2004) shows that employee performance can mediate the relationship between service quality and customer satisfaction. High-performing employees can deliver quality services that directly enhance customer satisfaction.

From the various literatures reviewed, it can be concluded that employee performance plays a significant mediating role in the relationship between service quality and public satisfaction. Good employee performance ensures that the established service quality can be effectively implemented, thereby increasing the level of public satisfaction.

H₄: *Police performance mediates the relationship between service quality and public satisfaction.*

2.9 Moderating Role of Trust in the Relationship between Performance and Satisfaction

Trust plays a crucial role in organizational dynamics, particularly in influencing the relationship between employees and the public or customers. Trust in employees, whether by management or the community, can enhance positive perceptions of employee performance (Mayer, Davis, & Schoorman, 1995; Kramer, 1999). Employee performance is often measured in terms of effectiveness, efficiency, and engagement in their duties. In the context of public service, employee performance can directly impact public satisfaction. This relationship is also influenced by community expectations regarding the services provided (Grönroos, 1984; Vroom, 1964).

Trust, as a moderating variable, means that it can either strengthen or weaken the relationship between employee performance and public satisfaction. For example, if the community has high trust in employees, public satisfaction may remain high even in the face of performance deficiencies. Conversely, if trust is low, even good performance may not translate into high satisfaction (Dirks & Ferrin, 2001; Colquitt, Scott, & LePine, 2007).

H₅: *Trust moderates the relationship between police performance and public satisfaction.*

3. Methodology

This study was conducted in Indonesia, specifically in the province of Aceh, with a sample of 306 police officers serving in 23 districts and cities across the province. Data collection was carried out using a questionnaire distributed to respondents via Google Forms. The questionnaire consisted of two sections: the first focused on respondent demographics, while the second contained statements related to the variables being studied. Each question employed a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5).

Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) software. PLS was chosen due to its ability to handle latent variables, complex multivariate relationship models, and unstructured or large-scale data. Additionally, PLS provides accurate predictions and integrates various types of variables with high flexibility. This combination makes PLS a powerful choice for data analysis requiring complex modeling and reliable predictions.

3.1 Research Framework

The research framework shown in Figure 1.1 summarizes the logical flow of the research stages conducted. This figure illustrates the relationships between key variables, starting from problem identification, the formulation of research objectives, to the methodological steps employed to achieve the final results. The framework provides a comprehensive overview of the research focus and direction, as well as how each component of the study is interconnected. Through this framework, it is expected that readers will gain a clear understanding of the fundamental concepts underpinning the research and how the study has been systematically structured.



Fig. 3. Hypothesis Testing

4. Results and Discussion

The data analysis technique employed in this study is the Partial Least Square (PLS) approach, using the SmartPLS 3.0 software. PLS is a variance-based statistical SEM method designed to address issues in multiple regression, particularly when there are challenges with the data, such as a very small sample size. The outer model testing aims to assess the validity and reliability of a model. This analysis is evaluated through the influence of the loading factor, Average Variance Extracted (AVE), Discriminant Validity, and composite reliability.

4.1 Loading Factor

Factor loading is the initial stage in testing the validity of a model, where the required threshold for factor loading is > 0.6 for an indicator to be considered valid. If an indicator is not valid, it must be removed from the model. The outer model analysis for this study is presented in Figure 2. All indicators have factor loading values > 0.6, thereby meeting the required criteria and passing the validity test.

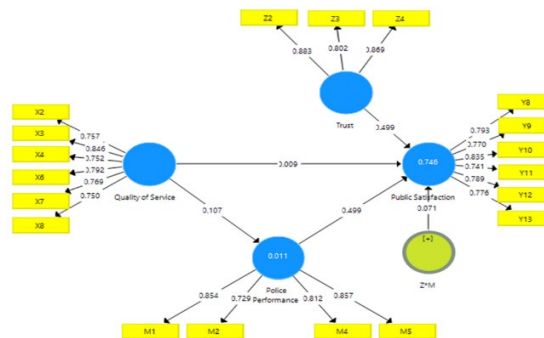


Fig. 2. Validity Testing

4.2 Average variance extracted (AVE)

Average Variance Extracted (AVE) is a key measure used to assess the validity of constructs within a model, with a threshold requirement of > 0.5. This value indicates that a substantial portion of the variance in the indicators is accounted for by the

latent construct. In this study, the analysis revealed that all constructs exhibited AVE values exceeding the 0.5 threshold. This finding confirms that the constructs demonstrate a satisfactory level of convergent validity, as they effectively capture the variance of their respective indicators.

4.3 Discriminant Validity

Discriminant validity is evaluated by comparing the correlations between indicators and their respective latent variables to the correlations among the indicators themselves. Specifically, for a construct to exhibit adequate discriminant validity, the correlation between each indicator and its corresponding latent variable must be greater than the correlations observed between the indicators. As illustrated in Table 1, the results confirm that the correlations between the indicators and their respective latent variables are indeed higher than the correlations among the indicators. This finding supports the assertion that the constructs are distinct and effectively measure different underlying concepts.

4.4 Composite reliability

Composite reliability is an essential measure used to assess the internal consistency of constructs within a model. According to the results presented in Table 1, all constructs demonstrate composite reliability values exceeding the threshold of 0.7. This indicates a high level of internal consistency among the indicators associated with each construct, confirming that the measures are reliable and capable of producing stable and consistent results across different samples. The satisfactory composite reliability values further validate the robustness of the constructs utilized in this study.

Table 1
Reliability Testing

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Police Performance	0.830	0.844	0.887	0.664
Public Satisfaction	0.875	0.876	0.906	0.616
Quality of Service	0.876	0.912	0.902	0.606
Trust	0.811	0.819	0.888	0.726
Z*M	0.932	1.000	0.944	0.594

4.5 Hypothesis test

Table 2 presents the results of the direct and indirect structural model testing. Hypothesis testing was conducted by examining the path coefficients, which indicate the parameters and t-statistic values. For a two-tailed hypothesis, the t-statistic values must exceed 1.96 to be considered statistically significant. The results of both the direct and indirect model tests are displayed in Table 2.

Table 2
Hypotheses Testing for Direct and Indirect Effect

	T - Value	P Values	Result
Police Performance → Public Satisfaction	8.039	0.000	Significant
Quality of Service → Police Performance	1.526	0.128	Not significant
Quality of Service → Public Satisfaction	0.265	0.791	Not significant
Trust → Public Satisfaction	8.071	0.000	Significant
Z×M → Public Satisfaction	2.647	0.008	Significant
Quality of Service → Police Performance → Public Satisfaction	1.494	0.136	Not significant

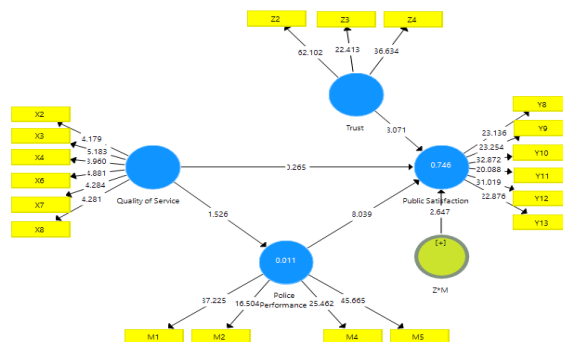


Fig. 3. Hypothesis Testing

4.6 *The Impact of Service Quality on Public Satisfaction*

Based on the data analysis regarding the impact of service quality on public satisfaction, the T-value of 0.265 is less than the critical value of 1.96, and the P-value of 60.791 is greater than 0.005, indicating that these results are not statistically significant. This finding is consistent with previous research, which suggests that while service quality is important, there are other factors that may have a more dominant influence on customer satisfaction in specific sectors.

For instance, in the public service sector, Zaid (2014) found that, although service quality is significant, public satisfaction is more influenced by government policies and other external factors. Similarly, Farooq et al. (2018), in the context of healthcare services, discovered that under certain conditions, service quality does not always correlate directly with patient satisfaction, particularly when trust and expectations are not met.

4.6 *The Impact of Service Quality on Work Performance*

The statistical analysis yielded a T-value of 1.526, which is less than the critical value of 1.96, indicating that the impact of service quality on employee performance is not statistically significant. Additionally, the P-value of 0.128, which exceeds the threshold of 0.05, suggests that the results are insufficient to establish a strong relationship between service quality and employee performance. In other words, the quality of service provided does not significantly affect employee performance in this context.

Several studies have also indicated that service quality does not always have a direct correlation with employee performance. Employee performance is often influenced by various other factors, such as motivation, work environment, management, and job satisfaction, which may be more dominant than service quality. Lum et al. (2010) in his research on the factors affecting employee performance, found that intrinsic and extrinsic motivation are more significant in enhancing employee performance compared to the service quality provided by the organization. This indicates that employee performance is more influenced by incentives and personal satisfaction than by service quality. Memon et al. (2014) also found that, in some cases, high service quality does not necessarily correlate with improved employee performance. Instead, employee performance is more frequently influenced by managerial and organizational factors, such as training, leadership, and incentive

4.7 *The Impact of Police Performance on Public Satisfaction*

The analysis results indicate a T-value of 8.039, which is significantly greater than the critical value of 1.96, demonstrating a highly significant relationship between police performance and public satisfaction. Additionally, the P-value of 0.000, which is less than 0.05, further strengthens the conclusion that the impact of police performance on public satisfaction is statistically significant. This implies that as police performance improves, public satisfaction increases. The results indicate a strong positive correlation between the two variables.

These findings are consistent with several prior studies that demonstrate the significant impact of public service performance on public satisfaction. Parasuraman, Zeithaml, and Berry (1985) explain that within the SERVQUAL model, service performance—including public services such as policing—exerts a substantial influence on user satisfaction perceptions. High performance in terms of reliability, responsiveness, and assurance directly affects the level of public satisfaction.

Kotler and Keller (2016), in their book *Marketing Management*, assert that high-quality service and performance significantly influence customer or public perceptions, which, in turn, affects satisfaction levels. In the context of public service, such as policing, police performance is critical in determining the extent of public satisfaction with the services received. Robinson and Pearce (2009), in their research on public service, found a strong positive correlation between government employee performance, including law enforcement officers, and public satisfaction. Officers who demonstrate efficiency, integrity, and timeliness tend to be more favored by the public, thereby enhancing satisfaction with the provided public services.

4.8 *The Role of Police Performance as a Mediator in the Relationship between Service Quality and Public Satisfaction*

The analysis results indicate a T-value of 1.494, which is lower than the critical value of 1.96, and a P-value of 0.136, which is greater than 0.05. These findings suggest that police performance does not significantly mediate the relationship between service quality and public satisfaction. In other words, while service quality may directly affect public satisfaction, the role of police performance in mediating this relationship is not significant. This implies that service quality does not indirectly influence satisfaction through police performance in this context.

Baron and Kenny (1986) proposed the classical mediation theory, which states that to establish the mediating role, the mediator variable (police performance) must significantly affect the dependent variable (public satisfaction) when the independent variable (service quality) also has an effect. In this case, police performance has not been shown to mediate the relationship between service quality and public satisfaction, indicating the potential influence of other, more dominant variables. Kotler and Keller (2016), in the context of service management, state that service quality often directly influences public satisfaction; however, the role of mediators, such as police performance, can be insignificant under certain conditions.

This may be due to various factors, such as differing public perceptions of police service or other external factors that may play a more dominant role in determining satisfaction.

Memon et al. (2014) also found in their research that, in some cases, employee or police performance may not serve as a strong mediator in the relationship between service and satisfaction, especially when the quality of service itself is sufficient to directly affect satisfaction without being influenced by police performance.

4.8 The Influence of Trust as a Moderator in the Relationship between Police Performance and Public Satisfaction

The analysis results indicate a T-value of 2.647, which is greater than the critical value of 1.96, and a P-value of 0.008, which is less than 0.05. These findings suggest that trust plays a moderating role in the relationship between police performance and public satisfaction. In other words, public trust strengthens the relationship between police performance and the level of public satisfaction. As public trust in the police increases, the impact of police performance on public satisfaction becomes stronger.

These findings are consistent with previous research that highlights the role of trust as a critical factor in moderating the relationship between performance and satisfaction, particularly in the context of public services such as law enforcement agencies. Mayer, Davis, and Schoorman (1995) explain in their trust theory that trust acts as a significant moderating factor in various organizational interactions. When the public has a high level of trust in an institution or its officers, the relationship between performance and expected outcomes, such as satisfaction, tends to be stronger. If the public trusts the police, good performance is more readily accepted and appreciated, thereby enhancing satisfaction.

Farooq et al. (2018) also found in the context of healthcare that trust serves as a significant moderator in the relationship between service quality and patient satisfaction. This aligns with the finding that trust enhances the relationship between high-quality service performance and the public's perception of satisfaction with the services received. Kotler and Keller (2016) state that in service marketing and public services, customer or public trust in service providers moderates the effectiveness of service performance. Trust allows the public to have more positive expectations of the police, making effective police performance more impactful in enhancing public satisfaction.

5. Conclusion

From the findings of this study, it can be concluded that service quality does not have a significant impact on public satisfaction or police performance. Although service quality is an important factor, these findings indicate that, in this context, it is not a primary determinant of public satisfaction or police performance. In contrast, police performance has been shown to have a significant influence on public satisfaction, suggesting that the efforts and professionalism of law enforcement officials in carrying out their duties play a crucial role in enhancing public satisfaction levels.

Furthermore, police performance does not serve as a significant mediator in the relationship between service quality and public satisfaction. This implies that, while police performance is important, it does not significantly strengthen or mediate the relationship between service quality and public satisfaction.

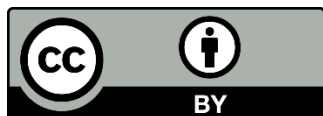
However, public trust in law enforcement officials plays a significant role as a moderator in the relationship between police performance and public satisfaction. Trust enhances the positive impact of police performance on public satisfaction, indicating that a high level of trust increases the positive effects of police performance on public perception and satisfaction. Overall, this study underscores the importance of police performance and public trust as key factors in fostering public satisfaction, while service quality and the mediating role of police performance do not prove to be significant in this context.

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