# Predictors of Citizens' Satisfaction and Trust in Police as a Function of Good Governance and Cooperative Culture

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*Abstract:* The role of police institutions in developing law-and-order situations and protecting citizens' lives and valuables is of immense importance worldwide. Based on the social learning theory, the current study examines the extent to which police performance, accountability, and moral alignment with the community develop and enhance the trust among the citizens via an underlying mechanism of their satisfaction level with police institutions based on their services' delivery. Data were collected from the citizens of various administrative units in Jakarta, Indonesia. Structural equation modeling using SmartPLS 3.3.3 software was applied to assess the variables' psychometric properties and verify the study's hypothesized links. The results revealed the significant and positive impact of police performance, accountability, and alignment with moral values on citizens' trust directly and via an underlying mechanism of citizens' satisfaction. However, the intensity of the results varied, and the accountability of the police was the strongest predictor of citizens' trust. In addition, the current study brings valuable insights for academicians and practitioners to focus more on training police officials to make them responsible for fulfilling their obligations towards the citizens based on their higher level of recognition of accountability towards the nation.
*Keywords*: police officials/institutions performance, accountability, moral alignment with the community, citizens trust, citizens satisfaction.

In a democratic society, institutions' role, especially police institutions, is vital and significant (White, Kyle, & Schafer, 2021). Research broadly recognize the significance of frontline police officers' attitude and behaviors in establishing peace and harmony and implementing the law and order situation in a country (Blair et al., 2021). Voluntary corporation and ongoing public support for police efficiency and effectiveness are essential (Pryce & Gainey, 2022). This corporation and sport come from the citizens' confidence in the police institutions based on their personal experiences and encounters with police officials (Nalla & Nam, 2021). Hence, the ways citizens evaluate the duties performed by police institutions based on their responses to citizens' queries determine the job performances of the police (White et al., 2021).

Since 1960 a substantial amount of research has been conducted to empirically investigate the citizens' perceptions of police performance in various developed regions, i.e., China (Li et al., 2021; Wu, Sun, & Hu, 2021; Zhang, 2021), the United States (Browning, Merlino, & Sharp, 2021; White et al., 2021), and the United Kingdom (Wuschke, Henning, & Stewart, 2022) This research is important to understand the ways the public evaluates and conceptualizes the performance of the police institutions directly or indirectly supports and

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cooperates with the police departments. However, scant attention has been paid to assessing Indonesian citizens' perceptions and evaluations of their police regardless of Indonesia among the highly populated countries. Hence, the current study was conducted to assess the significance of police performance, accountability, and alignment with the community to develop and enhance the citizens' satisfaction level with and trust in police.

Previous research reports that citizens' trust in a nation's police services depends on the availability of resources to maintain line order situations and the ability of police to detect offenders and prevent crime (Crepelle et al., 2022; Lum, Koper, & Wu, 2021). Research also reports a varied level of citizens' trust in police in different regions, with mixed findings (Blair et al., 2021; Madon & Murphy, 2021; Nalla & Nam, 2021). Several nations have reported a decreased level of citizens' trust in the police; as a result, such nations are facing drastic situations (Blair et al., 2021; Madon & Murphy, 2021). Besides, police strive to reduce the cost of public services while gaining public confidence in the form of trust in their services (Jackson et al., 2021; Larsen & Blair, 2009). However, the reason behind this varied level of citizens' trust in institutions is not well explored previously. Hence, there is a dire need to explore and examine the factors influencing public trust in police institutions (Pryce & Gainey, 2022; Wu & Sun, 2009).

The performance of public institutions presents the efficient and effective fulfillment of the duties and services delivered in the public's best interest (Da Cruz & Marques, 2014). The performance of government institutions has been considered an essential factor in building trust among citizens (Hamid et al., 2020; Hayati & Aviana, 2021). Extending the same line of research, the current study focuses on police performance as a predictor of citizens' trust in police officials/institutions. Simultaneously, accountability presents the fairness and responsiveness of the public institutions towards the citizens for important decisions and actions directly or indirectly linked with the general public (Mansoor, 2021). Research also indicates that when the institutions are accountable to the masses, serve and perform their duties transparently, and consider themselves responsible; they are considered trustworthy (Hartanto, Agussani, & Dalle, 2021a). Regardless of the literature that presents the significance of accountability in building trust among citizens for governments in developed and developing nations, there is a scarcity of literature examining the impact of police accountability in building and enhancing trust among the citizens. Hence, the current study aims to bridge this literature gap while exploring the relationship between police officials' accountability and citizens' trust in police institutions.

Moral alignment with the community has been considered important in winning the masses' confidence in public institutions (Sun et al., 2018). When citizens believe that the institutions they rely on have the same interests and are morally aligned with their objectives, they perceive such institutions positively (White et al., 2021). This further results in developing trust among the citizens for such institutions. Regardless of its immense importance, the moral alignment with the community has been least explored in developing trust among citizens for police institutions, which has been examined in the current study. Furthermore, the current study is a valuable addition to the existing literature by considering an underlying mechanism of citizens' satisfaction with police based on their performances, accountability, and moral alignment with the community to transmit these positive actions and attitudes of the police in building and enhancing trust among the citizens.

Additionally, the current study was conducted in Indonesia, where data were collected from Jakarta, the capital of Indonesia. In Indonesia, various communities of different religious groups live together (Aulia, Yustiardhi, & Permatasari, 2020). Indonesia is a developing nation facing various safety and security challenges and economic development (Tan et al., 2020). Police institutions are among the most relied-on institutions to create harmony and law-and-order situations (Wuschke et al., 2022). Hence, it is of paramount importance to examine the

triggering factors that can make citizens satisfied with the services provided by the police institutions and create a trust to ensure them that the institutions are working for their best interest while protecting their lives and valuables with vigilant and fair practices (Li et al., 2021; Wuschke et al., 2022).

Trust encompassed expectations regarding fulfilling the promises of groups or individuals. Trust in police reflects the citizens' perceptions of the ability and integrity of the police institutions to provide the expected services (Blair et al., 2021). At the same time, contentment with the services the police provide reflects citizens' satisfaction levels (Pryce & Gainey, 2022). Rooted in social learning theory, which postulates that positive or negative experiences with the promises shape directions for future promises (Bandura & Walters, 1977), trust presents a degree of confidence or faith that citizens have in the police institutions based on their satisfaction with the services making it a subjective attitudinal indicator of the police performance, accountability, and moral alignment with the community. Based on the social learning theory, the current study aims to answer the following questions.

1. To what extent do police performance, accountability, and moral alignment influence the community on citizens' trust?
2. To what extent do the police performance, accountability, and moral alignment influence the community on citizens' satisfaction?
3. Is citizen satisfaction associated with trust in police based on their services?
4. Does citizens' trust mediate the association of perceptions of police performance, accountability, and moral alignment with the community with their trust level?

## Literature Review And Theoretical Framework

### Police Performance, Accountability, Moral Alignment with the Community, and Citizens' Trust

Concentrating on the public and police perspective, Jackson et al. (2012) conceptualized citizens' trust in the police as the level of confidence they have regarding the services provided by the police. Hohl, Bradford, and Stanko (2010) said that citizens' trust reflects the legitimacy of the police. They explored the different levels of trust the public revealed in police associated with certain social indicators, including police institutions' perceived effectiveness based on the services rendered. Research shows that trust is highly dependent upon the performance of public institutions (Beeri, Uster, & Vigoda-Gadot, 2019). Applying the same argument to the police context, it can be asserted that police performance is a significant determinant of developing and enhancing trust among citizens. In addition, police accountability considers law enforcement and is associated with police responsibility for efficiently providing services of maintaining law and order and controlling crimes by fairly treating individuals under the jurisdiction of the laws (Ojedokun, Ogunleye, & Aderinto, 2021). White et al. (2021) reported that police could enhance trust among the citizens by increasing legitimacy, ensuring community ownership, continuously improving their services, and ensuring law and order situations in this country.

Adding to the existing literature, the current study also argues that when police consider themselves liable and accountable to the general public for their services, the public trusts them more. Sun et al. (2018) demonstrated the significance of the citizens' moral alignment with the police as a major corporation tool. White et al. (2021) asserted that police moral alignment with the citizens of the United States resulted in solidarity with citizens. Likewise, Wu et al. (2021) explained that when communities are morally aligned with their law-making agencies, they follow the rules and regulations and behave decently. Simultaneously, Nowacki and Monk

(2020) reported that when communities are morally aligned with government institutions, an environment of trust develops, resulting in a prosperous society. Thus, when citizens are morally aligned with police based on their direct or indirect positive experiences of police services, their level of trust in police increases. Hence, based on the above arguments, it can be hypothesized that;

**H1a:** There is a positive association of police performance with citizens' trust.
**H1b:** There is a positive association of police accountability with citizens' trust.
**H1c:** There is a positive association between the police's moral alignment with the community with citizens' trust in the police.

## Police Performance, Accountability, Moral Alignment with the Community, and Citizens' Satisfaction

Various factors influence citizens' confidence and satisfaction level with the police. For instance, previously, Skogan (2006) reported the significance of citizens' socioeconomic status, race, age, perceptions, fear of disorder, and crime to satisfy citizens based on the services provided by the police. Researchers also demonstrated the vital role of racial differences among citizens in shaping their beliefs and satisfaction with law-making agencies and police institutions (Abrego, 2008). Onyishi et al. (2021) revealed the significance of the citizens' nature of contact with the police in developing and enhancing satisfaction levels among the citizens based on the safety and security measures adopted by the police. Simultaneously, the media, especially electronic media, influences the citizens' opinion regarding police Wang and Teo (2020). It helped citizens access information available regarding various actions and activities of the police on social media. Hence, the opportunity is available to the police officials to interact with the citizens and enhance the institution's image as a whole in the mind of the citizens or bridge the gap between the police and the public (Hu, Rodgers, & Lovrich, 2018).

The performance of the institutions is regarded as an essential and significant predictor of developing satisfaction among the masses (Beeri et al., 2019). Previously, research also shows that when government officers feel accountable to the general public, they bring a higher level of satisfaction among the public regarding the functioning of such officers (Mansoor, 2021). When the community feels that their interests are like the interest of the public institutions that deal directly or indirectly with the masses, they feel satisfied with the functioning of such institutions (Sun et al., 2018). Hence, applying all these findings in the context of police and adding to the existing literature, the current study uniquely examines the influence of police performance, accountability, and moral alignment with the community on the satisfaction level of the citizens. Thus, it is hypothesized that;

**H2a:** There is a positive association between police performance and citizens' satisfaction.
**H2b:** There is a positive association between police accountability and citizens' satisfaction.
**H2c:** There is a positive association between the police's moral alignment and community and citizens' satisfaction.

## Citizens' Satisfaction and Trust in Police

Satisfaction with the police institutions is associated with the service quality provided by the police officials to the public presenting an objective evaluation of the smooth functioning of the institutions (Kristina, 2009). It also presents the satisfaction of citizens' requirements, expectations, and perceptions of police services (Pryce & Gainey, 2022). In contrast, trust is a more subjective or general concept that can contribute to the police's good or bad performances

(Madon & Murphy, 2021). Citizens' satisfaction has been reported as a significant predictor of their trust level in government officials based on good governance practices (Hartanto et al., 2021b). Likewise, research reveals that when citizens are satisfied with the services that government institutions provide and believe that government officials are working in the public's best interest, they start trusting such institutions (Pryce & Gainey, 2022). Similar findings can be applied in the context of police institutions based on the social learning theory, which conceptualized that experiences result in satisfaction levels and further build trust among the masses. Hence, it is hypothesized that;
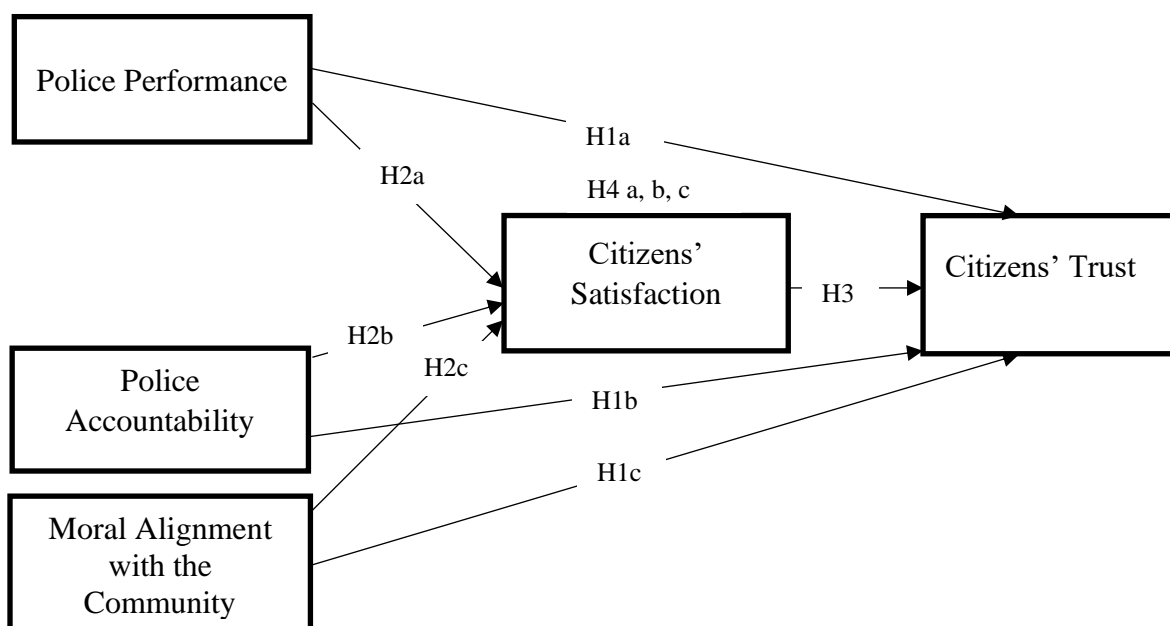
**H3:** Citizens' satisfaction with the police is positively associated with their trust.

**Citizen Satisfaction as a Mediator**

Police performance is the extent to which police are prompt in response to the queries and the issues of the citizens, and they take the appropriate actions to ensure the safety and security of the public (Kristina, 2009). Previous research has shown the direct influence of public performance on developing and enhancing trust among citizens (Beeri et al., 2019). Dong and Kübler (2021) also reported the significance of public institutions' performance in satisfying the public related to various matters. Likewise, police accountability is associated with the communication of the vigilance and transparency of the actions and working patterns to ensure peace and harmony in the country (Ojedokun et al., 2021). This accountability acts as a signal to satisfy the public with police services, resulting in a higher level of trust.

Moral alignment with the community shows that citizens and the police generally have the same objectives, values, and norms. The main objective of both is to maintain peace, harmony, and prosperity of the country (Sun et al., 2018). Moral alignment with the community has been studied in the developed nation context. For instance, White et al. (2021) asserted that the citizens of China who are morally aligned with their police are more satisfied with the functioning of the police.

**Figure 1**
*Theoretical Framework of the Study*

In recent decades, citizens' trust in and satisfaction with the has gained notoriety in public administration research. However, the mediatory role of satisfaction in transmitting the benefits of police performance, accountability, and moral alignment with the community in building and enhancing trust among the masses has not been previously explored. Therefore, to bridge this literature gap and based on the understanding that when the public institutions perform their duties as per the citizens' expectations, trust arises among the citizens regarding such institutions (Pryce & Gainey, 2022), it has been hypothesized that;

**H4:** Citizens' satisfaction with the police mediates the association between the police's a) performance, b) accountability, and c) moral alignment with the community and their trust. Figure 1 presents the theoretical framework of the study.

## Methods

A quantitative field survey using the purposive sampling technique was conducted among the citizens of Jakarta, Indonesia. There are eight police stations at various locations in the city. These stations perform various duties, including dealing with criminals, solving local disputes among the citizens, providing safety and security at different locations, and dealing with corruption. The city was divided into eight local administrative units based on the police stations to collect data. Researchers used data collectors to visit and communicate with the citizens in each administrative unit. These data collectors were briefed about the nature of the study and detailed data collection procedures. Simultaneously ethical approval from the research board of Sekolah Tinggi Ilmu Kepolisian was taken before conducting the current study.

The data collection procedure started in February 2021 and ended in October 2021. The goal was to collect 100 to 150 responses from each local administrative unit. Data collectors visited the assigned locations and communicated with the citizens. They asked a screening question from the citizens, i.e., did you have any experience with police? Those who replied positively were further briefed about the research purpose and were requested to participate in a cross-sectional survey. They were also ensured about the anonymity of their response. Those who agreed to participate in the survey were asked random questions to check their proficiency in English. Those who were well able to understand and could read and write the English language were selected as respondents of this study. We adapted the original English language scale with good reported reliabilities. After the English proficiency check, the respondents were handed over the questionnaire consisting of two parts: demographic characteristics of the respondents and items related to the study constructs. This whole process of data collection continued for ten months. In total, 930 responses were collected from the administrative units. These responses were scrutinized for missing values and outliers. As a result, 48 were dropped, and the remaining 882 responses were included in the study.

## Study Measures

The police performance was measured with 4-items adopted from Kristina (2009). These were, "thinking about your most recent contact with police answer, the police were efficient," "the police did their job and took appropriate action," "the police were prompt," and "the police kept me informed and followed up." The accountability of the police officials was measured with 3-items adapted from Vogel, Reuber, and Vogel (2020). The sample items included police officials/institution "explain their actions to citizens," "inform citizens about the way of their working," and "strives to ensure that they openly and honestly share the actions of the individuals and institution with citizens. Moral alignment with the community was

measured with 3-items adapted from Sun et al. (2018). The items included "generally speaking; most citizens are on the side of the law when it comes to what is right and wrong," "the public and the police generally have the same sense of right and wrong," and "the norms and values we spread as common citizens and community are also important to members of the public." The three constructs' items were measured on "a 5-point Likert scale ranging from 1=strongly disagree to 5=strongly agree."

Citizens' satisfaction with the police was measured with 2-items adapted from Kristina (2009). The first was "I felt satisfied with the treatment I received during my most recent contact with police; measured on a 5-point Likert scale, i.e., 1 = Strongly disagree to 5 = Strongly agree.. The second item was "overall, how satisfied were you with your most recent contact with the police?" measured on a 5-point Likert scale, i.e., 1 = very dissatisfied and 5 = very satisfied". A high score indicates higher satisfaction among citizens with police institutions. Finally, citizens' trust in police institutions was measured with 1 item adapted from Wu and Sun (2009), which was your "favorable level of trust in the police? This was measured on a 5-point Likert scale, i.e., 1 = don't trust police at all and 5= trust police a lot."

**Respondents Characteristics**

Table 1 presents a detailed description of respondents' demographic characteristics.

**Table 1**

*Respondents' Characteristics*

| Variable | | Number | Percentage |
|---|---|---|---|
| Gender | Male | 493 | 55.9% |
| | Female | 389 | 44.1% |
| Age | 18-25 years | 121 | 13.7% |
| | 26-30 years | 247 | 28.0% |
| | 31-35 years | 318 | 36.1% |
| | 36 and above | 196 | 22.2% |
| Marital status | Married | 453 | 51.36% |
| | Unmarried | 429 | 48.63% |
| Qualification | Post-graduate | 311 | 35.3% |
| | Graduate | 356 | 40.4% |
| | Undergraduate | 215 | 24.4% |
| Occupation | Student | 197 | 22.3% |
| | Employed | 278 | 31.5% |
| | Businessmen | 261 | 29.6% |
| | Others | 146 | 16.6% |

**Control Variables**

The current study utilized the SmartPLS 3.3.3. for analysis. Simulation analysis was performed to assess the impact of demographic characteristics of the respondents on their satisfaction and trust in police institutions. The results showed that respondents' age and qualification positively influenced their trust in police officials/institutions. Hence, qualification and age were controlled before proceeding with the hypothesis testing and assessing the psychometric properties of the study variables.

Previously researchers also reported that older people have less contact with the police than younger ones based on the criminal activities conducted by the youngsters (Wu & Sun, 2009). Hence, youngsters think more negatively about the police than older ones. These results align with Bolger, Lytle, and Bolger (2021) and Seering et al. (2019), who reported the contingent impact of age in developing trust among the public regarding police. Likewise, this research showed that qualifications positively impacted citizens' trust in police, demonstrating that educated people are more apt to follow the rules and regulations and encounter less with the police. Whereas less educated people participate more in criminal activities and are often caught by the police (Suzuki & Demircioglu, 2021). Therefore, they negatively perceive police officials and situations.

**Data Analysis and Results**

**Assessment of the Measurement Model**

The reliabilities and validities of all the study constructs were calculated before proceeding with the regression analysis. For that, "Cronbach's Alpha (CA)," "Composite Reliability (CR)," and "Average Variance Extracted (AVE)" was assessed (Hair et al., 2010; Mansoor & Paul, 2022). The results showed that the item loadings of all study constructs ranged from 0.696 to 0.846 and that AVE values were above 0.5, ranging from 0.519 to 0.596. CR values varied from 0.700 to 0.812. CA values were also in the acceptable range varying from 0.783 to 0.810, hence, establishing the composite reliability and construct validity based on their distinguished nature from each other (Henseler, Ringle, & Sarstedt, 2015; Noor, Mansoor, & Rabbani, 2021). Table 2 presents the factor loadings and AVE, CR, and CA values.

**Table 2**
*Factor Loadings, Reliability, and Validity*

| Constructs/items | Factor Loadings | | | | | AVE | CR | CA |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | | | |
| Police Performance | | | | | | 0.519 | 0.812 | 0.802 |
| PER1 | 0.703 | | | | | | | |
| PER2 | 0.695 | | | | | | | |
| PER3 | 0.708 | | | | | | | |
| PER4 | 0.774 | | | | | | | |
| Police Accountability | | | | | | 0.596 | 0.815 | 0.810 |
| ACC1 | | 0.705 | | | | | | |
| ACC2 | | 0.759 | | | | | | |
| ACC3 | | 0.846 | | | | | | |
| Moral Alignment with the Community | | | | | | 0.540 | 0.778 | 0.783 |
| MAWC1 | | | 0.791 | | | | | |
| MAWC2 | | | 0.710 | | | | | |
| MAWC3 | | | 0.700 | | | | | |
| Citizens Satisfaction | | | | | | 0.538 | 0.700 | 0.765 |
| CS1 | | | | 0.730 | | | | |
| CS2 | | | | 0.737 | | | | |
| Citizens Trust | | | | | | 1.000 | 1.000 | 1.000 |
| CT1 | | | | | 1.000 | | | |

*Note*. CR = composite reliability; AVE = average variance extracted.

To determine the measures' discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) was calculated. (Henseler et al., 2015; Mansoor & Wijaksana, 2021) stated that all the interrelation values among the study constructs should be less than 0.90 to avoid multicollinearity issues. Table 3 shows that all HTMT ratios were below 0.90.

**Table 3**
*Heterotrait-Monotrait Ratio*

| Constructs | Mean | STD. | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|
| PER | 3.89 | 1.17 | **0.720** | | | | |
| ACC | 4.11 | 0.91 | 0.398 | **0.772** | | | |
| MAWC | 4.01 | 0.97 | 0.532 | 0.430 | **0.734** | | |
| CS | 3.91 | 1.06 | 0.549 | 0.498 | 0.505 | **0.733** | |
| CT | 5.00 | 0.000 | 0.511 | 0.487 | 0.421 | 0.374 | **1.000** |

*Note*. The square roots of AVEs of the constructs are shown in bold diagonal, depicting the constructs' discriminant validity. PER = Police Performance; ACC = Police Accountability; MAWC = Moral Alignment with the Community; CS = Citizens Satisfaction; CT = Citizens Trust.

**Figure 2**
*Measurement Model*
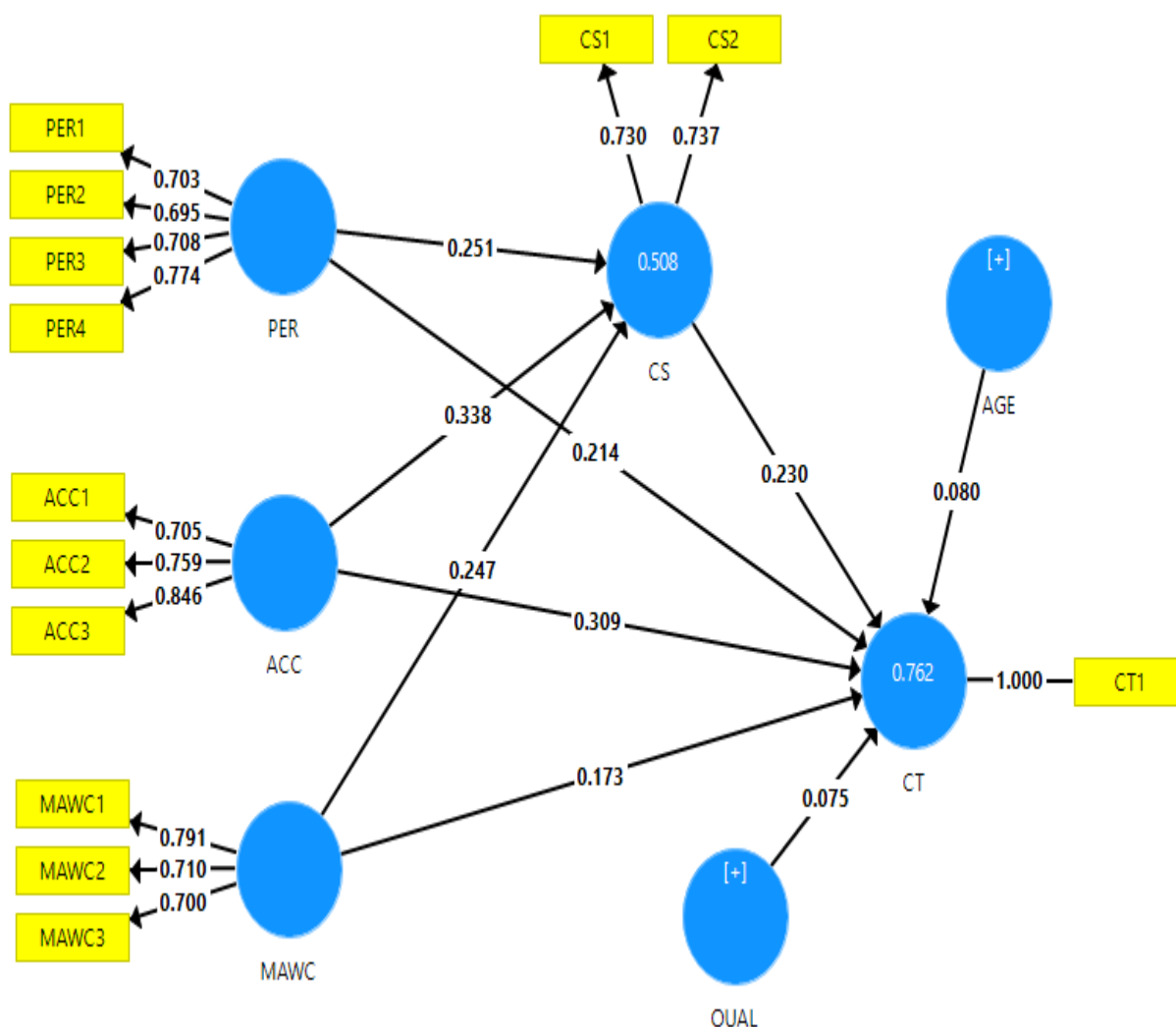
**Assessment of the Structural Model**

Regression analysis was performed using Smart P LS3.3.3 Software, and the bootstrapping technique was applied using 500 subsamples. Moreover, ß-coefficient, *t*-value, and *p*-value were assessed to confirm the hypothesized links of the study. Simultaneously, the Coefficient of Determination ($R^2$) was also calculated to check the fitness of the proposed model. The $R^2$ results revealed a 50.8% variance in citizens' satisfaction based on the police institutions' performance accountability and moral alignment with the community. A variance of 76.2% in citizens' trust and please institutions based on their performance accountability and moral alignment with the community and resultant trust was observed. These findings depict an overall good model fitness.

*Direct Hypothesis*

The current study results revealed that, police institutions' performance (ß = .214**, t = 4.010), accountability (ß = .309***, t = 5.846) and moral alignment with citizens (ß = .173**, t = 3.362) positively impacted the citizens' trust in such institutions. Police institutions' performance (ß = .251***, t = 4.772), accountability (ß = .338***, t = 6.125) and moral alignment with citizens (ß = .247***, t = 4.650) was found to be positively impacting the citizens' satisfaction in such institutions. In addition, citizens' satisfaction emerged as a strong predictor of their trust level in the police institutions (ß = .230**, t = 4.255) for learning EFL. Hence, as shown in Table 4, H1a, b, c; H2a, b, c; and H3 were empirically supported.

*Mediation Hypothesis*

The mediation hypotheses of the current study, i.e., H4 a, b, and c, are also empirically supported. A significant and indirect influence of police institutions' performance (ß = .223**, t = 4.182), accountability (ß = .286***, t = 5.468) and moral alignment with citizens (ß = .207**, t = 3.960) in developing and enhancing citizens' trust in such institutions through an underlying mechanism of citizens' satisfaction linked with police institutions was found. Table 4 presents the mediation results. Additionally, Figure 3 shows the t-statistics and significance levels of hypothesized relationships.

**Table 4**
*Hypothesis Testing Results*

|  | Hypotheses | Std. Beta | *t*-Value | *p*-values | Supported |
|---|---|---|---|---|---|
| H$_{1a}$ | PER → CT | 0.214 | 4.010 | 0.007 | Yes |
| H$_{1b}$ | ACC → CT | 0.309 | 5.846 | 0.000 | Yes |
| H$_{1c}$ | MAWC→ CT | 0.173 | 3.362 | 0.010 | Yes |
| H$_{2a}$ | PER → CS | 0.251 | 4.772 | 0.000 | Yes |
| H$_{2b}$ | ACC → CS | 0.338 | 6.125 | 0.000 | Yes |
| H$_{2c}$ | MAWC→ CS | 0.247 | 4.650 | 0.000 | Yes |
| H$_3$ | CS→CT | 0.230 | 4.255 | 0.005 | Yes |
| H$_{4a}$ | PER → CS→ CT | 0.223 | 4.182 | 0.007 | Yes |
| H$_{4b}$ | ACC → CS→ CT | 0.286 | 5.468 | 0.000 | Yes |
| H$_{4c}$ | MAWC→ CS→ CT | 0.207 | 3.960 | 0.009 | Yes |

**Figure 3**
*Structural Model*
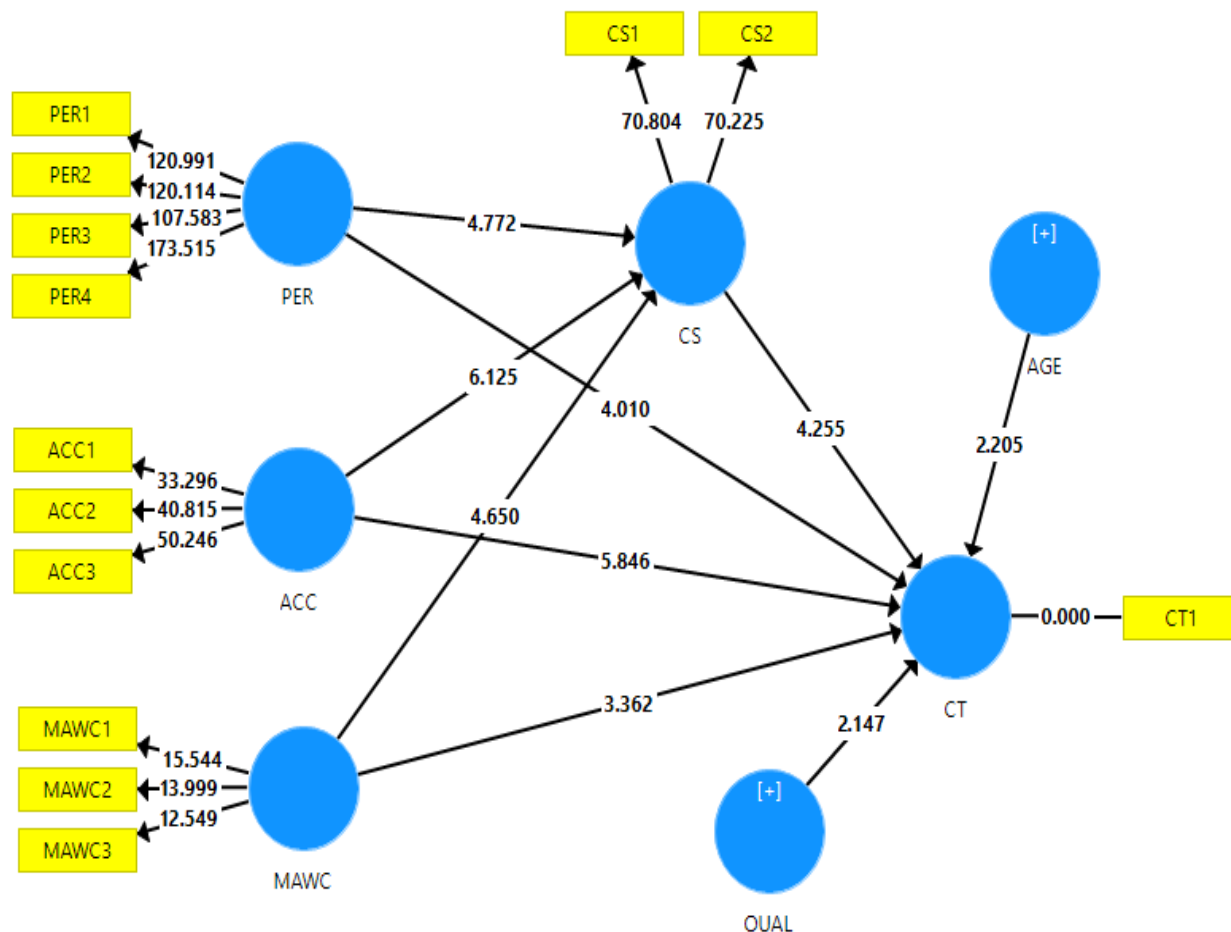


**Discussion**

Using survey data gathered from the citizens of Jakarta regarding their police, the current study empirically examined how and to what extent police performance, accountability, and moral alignment with the community influence the level of satisfaction with the police and the resultant trust in the police. Results of the data analysis reveal that police performance significantly and positively impacts citizens' satisfaction with and trust in police. This further reflects the importance of performing assigned duties to create trust among the citizens regarding police functioning to have a peaceful society. These findings align with previous studies that have reported the significance of government institutions' performances in developing and enhancing the citizens' trust (Beeri et al., 2019; Dong & Kübler, 2021; Mansoor, 2021). As with high-performing officials/institutions, citizens perceive that such officials/institutions are sincere with the public and are fulfilling their duties with honesty in the best interest of the people.

The results also revealed a significant impact of police accountability on citizens' trust. Accountability represents the transparent and responsible nature of individuals and institutions in fulfilling their duties to facilitate the public (Hayati & Aviana, 2021). The current study results align with previous studies conducted in the public administration context and examine the impact of government institutions' accountability on citizens' satisfaction and trust (Hartanto et al., 2021a; Islm et al., 2021; Mansoor, 2021). The accountability of the police reflects their vigilance in informing citizens about their actions and working patterns, ensuring the safety and security of the public, and communicating the same with the citizens (Ojedokun et al., 2021).

Hence, the accountability of the police acts as a signal to satisfy the public, resulting in a higher level of trust among them.

The results also revealed a significant influence of the police's moral alignment with the community on citizens' satisfaction with and trust in the police. Moral alignment with the community represents citizen agreement with police working patterns (Sun et al., 2018). Previously moral alignment with the community has been proved to be an important predictor of the citizens' trust in the government institutions in a developed nation's context (White et al., 2021). The current study proved it as an important predictor of citizens' satisfaction with and trust in the police based on the timely and efficient fulfillment of the police duties and obligations towards the citizens. The results also revealed a significant association between citizens' satisfaction with police institutions/officials and trust. These support previous findings that when individuals or groups of individuals are satisfied with the functioning and performance of sensitive institutions responsible for implementing laws and providing safety and security to the public, they perceive them as trustworthy (Christensen, Yamamoto, & Aoyagi, 2020; Santa, MacDonald, & Ferrer, 2019).

Finally, the current study's results revealed that satisfaction is an underlying mechanism to transmit the significance of police performance, accountability, and moral alignment with the community in developing trust among citizens. This trust is crucial to develop as it represents public confidence that the police are successful in assuring the public that they are safe and secure in their countries (Jackson et al., 2012; Madon & Murphy, 2021; Nalla & Nam, 2021). Citizens' trust helps create a prosperous economy based on their confidence in freedom of expression and performing their affairs in a safe and secure environment to strengthen a country's economic positions based on individual positive feelings towards successful fulfillment of the police services.

## Implications of the Study

The current study is valuable in multiple contexts. First, based on social learning theory, the current study has uniquely addressed the issue of developing and maintaining satisfaction with and trust in the police in a developing nation. Police institutions are very sensitive public sector institutions vital to maintaining law and order and ensuring public safety and security (Pryce & Gainey, 2022). Safety, security, and law and order are the basis for a country's economic, political, social, technological, and environmental stability (Beeri et al., 2019). Hence, presenting the various factors impacting the citizens' trust in police in a consolidated framework is a valuable addition to the existing body of literature in a developing nation context. Previously, several factors have been considered predictors of police performance and creating trust among the citizens regarding police institutions.

Adding to the existing literature, the current study considers three important constructs: performance, accountability, and moral alignment with the community to develop trust among citizens regarding police. In addition, the current study applied the social learning theory to uniquely present the citizens' satisfaction with the police as an underlying mechanism that acts as a bridge to transmit police productivity in the form of performance to the citizens and persuade them to trust their police institutions. As the social learning theory postulates, individuals learn from their experiences; hence, when police perform their duties in the public's best interest, a citizen's experience with such performances is positive, making them satisfied. That satisfaction results in building trust. Thus, law-making agencies and police institutions should train their employees/officials to perform their duties sincerely and facilitate the citizens in the best possible way to develop a higher level of trust.

The current study uniquely presents that citizen satisfaction plays and mediating role in transmitting police accountability as a function of good governance and responsiveness of the sensitive public institutions to make them loyal towards such institutions by building trust among them. This accountability will further result in citizens' trust based on positive experiences. Hence, police officials must be encouraged to fairly present their performances and accomplish tasks to the citizens to assure them that they are always behind them and working for their best interests.

Likewise, the current demonstrates that when the objectives and goals of police officials/institutions are morally aligned with the public, the public perceives them as trustworthy based on the level of satisfaction arising due to similar priorities. Practitioners can utilize this to devise policies and procedures and align the objectives of police institutions with the public interests to make them feel confident in their law implementation institutions resulting in a sustainable economy.

## Limitations and Future Research Directions

Despite several strengths, the current study has limitations. First, the current study collected data from the citizens regarding their perceptions of police performance, accountability, and moral alignment with the community and the resultant trust and satisfaction. Future studies could collect data from police officials on how much they consider citizens satisfied with their services and trust them based on their performance and accountability. Comparing results from the data collected from police officials and citizens would be interesting.

Second, the current study revealed the significant influence of citizens' age and qualifications on their trust level in the police. Therefore, age and qualifications were controlled in further analysis. The contingent impact of age and qualification should be studied to check the differences in citizens' satisfaction with and trust in police interacting with the independent variables. Likewise, future researchers can consider the contingent impact of the citizens' ethnicity and religiosity.

Finally, the current research has relied on cross-sectional data where responses were collected simultaneously. In contrast, time-lagged or longitudinal studies could be conducted to avoid the issues of common method bias and non-response bias to produce more generalizable research results.

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**Notes on Contributor**

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