The Influence of Community Relation and Performance on Police Trust: A Prediction Model

April Daisy Grace Sabijon[1*], Roberto Magbojos[2]

[1*,2]*University of Mindanao, Davao, Philippines.*

Email: [2]roberto_magbojos@umindanao.edu.ph
Corresponding Email: [1]a.sabijon.528923@umindanao.edu.ph*

Abstract: This study aimed to determine the police trust in relation to police community relation and performance in District 1 of Davao del Norte, 384 residents from the district 1 of Davao del Norte participated the survey. The study used descriptive-predictive design with the utilization of mean, standard deviation, pearson-r and multiple linear regression. The findings revealed that police-community relation positively and significantly correlated with police trust (r=0.500, p<0.05), similarly, police performance positively and significantly correlated with police trust (r=0.862, p<0.05). However, the significant influence of police community relation and police performance to predict public trust, overall results indicate that indicators of police performance, such as attentiveness, reliability, fairness, manners, and responsiveness, have a stronger predictive relationship with police trust compared to indicators of police-community relations. The public relation program also shows a positive relationship with trust in both models. However, the civic action program, public information program, mass communication program, and competence do not significantly contribute to the prediction of police trust.

Keywords: Criminal Justice, Community Relation, Police Performance, Police Trust, Multiple Linear Regression, Philippines.

1. INTRODUCTION

The public and police operations are so linked. Since the foundation of the entire police system is public trust, when there is no justification for high levels of public trust, police efficacy could be reduced overall. Police agencies are less likely to have public trust, support, collaboration, and voluntary compliance if officers carry out their tasks in a manner that is inconsistent with people' expectations. In contrast, citizens are more likely to follow police orders if police agencies retain a high level of public trust in them, which lowers crime and disorder levels and enhances neighbourhood quality of life (Lim & Kwak, 2022). Moreover, public faith to police

in Ethiopia is lesser than other public institutions, according to the World Survey Result, 40.8 percent of the community trust the police in the country (Haerpfer et al., 2022). Police departments across the United States generally accept the importance of a strong community relationships in the maintenance of public safety. From hiring more officers to delegating daily departmental patrols, community control fosters collaborative interactions between police and citizens to break down symbolic and institutional barriers, enhance accountability, officer accountability and overall enforcement (Cheng, 2019). Connections between police officers and the communities they serve shift in levels of push and cooperation. While center- and upper-class neighborhoods regularly have neighborly relationships with their neighborhood law authorization offices, inhabitants of inward cities are more likely to doubt or fear police officers (Levan, 2019). In order for the police to effectively meet the needs of any community, a strong sense of trust in law enforcement is crucial. This trust is vital for enabling basic interactions and may also play a pivotal role in crime control and upholding order within communities with unique requirements. Moreover, when individuals have a high level of confidence and trust in the police, they are more likely to become actively engaged in the culture of their new environment, which in turn makes them more inclined to participate in resolving community issues. Achieving success in this aspect can facilitate a smoother and ultimately more prosperous integration into the society. Therefore, identifying the factors that influence trust in the police can provide valuable guidance for law enforcement to not only enhance their strategies tailored to specific communities but also foster social harmony by encouraging interaction between different groups (Han, et al., 2019).

Furthermore, trust is an essential approach that provides a foundation for better work results in an organization, when trust is build employees work efficiently and productivity increases. Integral for effective law enforcement is the public trust in the police, with the compliance, cooperation and empowerment from the public, police do their job effectively (Mourtgos, et al., 2018). The necessity to maintain the public's faith in the police has a more significant influence on confidence: when the public trusts the police, it grants legitimacy to the institution it represents, which forces the people to obey the laws. In the end, public compliance with the law maintains the rule of law; even if police are acknowledged for their expertise, public trust is eroded if they show little regard for their tasks, even if they perform effectively (Tamayo et al., 2018). This study is anchored in the concepts of the Procedural Justice Theory of Tyler (1990), if people feel they are treated in a procedurally fair and just way, starting from the very first contact, they will view those in authority as more legitimate and respect them more. They are more likely to comply and engage, even when the outcomes of the decisions or processes are unfavorable or inconvenient. Procedural justice theory suggests that judgements about the fairness of the police will be the most important factor in such processes. Fairness promotes a sense of inclusion and value, while unfairness communicates denigration and exclusion. Additionally, Contingency Theory was first proposed by Lawrence & Lorch (1967), the central premises of this theory can help understand core conflicts for implementing effective community policing services. Whereas the possibility hypothesis has been incredibly expounded over a long time, the general orienting speculation of the belief recommends that plan choices depend on environmental conditions, meaning that organizations got to coordinate their internal features to the requests of their situations in arrange to realize the best adaptation.

In other words, the "driving force behind organizational alter is the external environment, especially the assignment environment with which an organization is confronted'' (Jihong, 2003).

The theoretical framework pertinent to this research topic on the trust issues between police and the community is the social construction of target populations. Constructivism is a term meaning that individuals psychologically construct their world experience through cognitive developments. Social constructionism has a social premise rather than an individual focus (Carter, 2022). It is in this context that the researcher is interested to discover whether the police community relation and police performance significantly predict public trust using the indicators, as this can raise awareness to the police what needs to improve and what needs to be implemented for the public. The research aimed to determine the police trust in relation to police community relation and performance in District 1 of Davao del Norte. Specifically, this study aimed to describe the level of police community relation to public in terms of civic action program, public relation program, public information program and mass communication program, this study also assessed the level of police performance in terms of attentiveness, reliability, fairness, manners, responsiveness and competence. Additionally, this study seeks to answer the level of police trust in terms of procedural-based trust, and outcomes-based trust. Moreover, this study determines the significant relationship between police-community relation and public trust; and police performance and public trust. Lastly, this study ascertained if police-community relation and police performance significantly predict public trust. This study was be tested by the hypotheses that there is no significant relationship between community relation and performance on police trust.

Furthermore, this study holds significant implications for the Philippine National Police as it will serve as a foundation for identifying areas in their service that necessitate enhancement and development. Additionally, the community will reap benefits from this research as it will lead to improved services provided by the PNP, ultimately serving the needs of the public. Lastly, future researchers will find valuable reference material within this thesis for their own scholarly pursuits.

2. RESEARCH METHODS

Davao del Norte, District 1 population per municipality base on 2022 survey, Kapalong has 81,068 population, Talaingod has 27,482, Tagum has 296,202, Asuncion has 61,893, New Corella has 54,844 and San Isidro has 17,993 of its total population. Using Raosoft calculator the population was divided into smaller groups considering a 5% margin of error, 95% confidence level and 50% response distribution. Thus, making the sample population for Kapalong 58, Talaingod 19, Tagum 211, Asuncion 44, New Corella 39 and San Isidro 13 making the total sample size of 384, with the use of Stratified Random Sampling. This study's respondents were citizens of District 1 considering their geographic entities and ethnicity which includes Tagum City, Asuncion, Kapalong, New Corella, San Isidro and Talaingod. Davao del Norte's 1st congressional area is one of the two congressional locales of the Philippines within the territory of Davao del Norte. District 1 was studied because police stations under this

District has been awarded for their performance for years. However, minors and residents who are not registered voters of the said municipalities was excluded of being a research respondent. The survey was distributed to different sectors of municipalities under District 1 of Davao del Norte, of the community such as business sector, health care, education, government, religious and banking sector, this is to ensure randomness of the data to be collected. Qualified respondents involve in this study were given the free-will to participate without any form of consequence or penalty. The researcher utilized questionnaires developed by Sun, et.,al (2014), for the police trust variable, Pelayo, et.al (2019) for the police performance assessment and Sabijon, et.al. (2018) for the Police Community Relation variable, each variable questionnaire has 2-5 questions each domain. The instrument was subjected to reliability testing using Cronbach's Alpha with the result of 0.984, research questionnaires was also validated by experts from the field. Moreover, Likert Scale was used to assess the results of the variables, for each item the research participant will choose among 5-point agreeableness scaling, 5 for strongly agree (SA), that means the statement is always true, 4 for Agree (A) or often true, 3 for moderately agree (MA) or sometimes true, 2 for disagree (DA) or seldom true and 1 for strongly disagree (SD) which means almost never true. A descriptive predictive design developed by Jack Noonan, Dyke Hensen & Matt Cutler (2013) was utilized in this study Hol. This design will help to predict if police community relation and police performance significantly predict public trust, describe the level of public trust to police service in terms of procedural-based trust, and outcomes-based trust, assess the level of police performance in terms of attentiveness, reliability, fairness, manners, responsiveness, and competence, describe the level of police community relation to public in terms of civic action program, public relation program, public information program, and mass communication program and lastly, to determine the significant relationship between police community relation and public trust, and police performance and public trust.

In conducting the study, the researcher conceptualized adopted questionnaire base on the need of the study, it was checked and validated for further enhancement, after the painstaking conceptualization of the questionnaires, the researcher seek permission to conduct the study in every municipal mayor under District 1 of Davao del Norte. Upon the approval, the researcher personally distributed the research instruments to the respondents qualified to answer the questionnaires. During the conduct, the respondents were given ample amount of time to answer the questionnaire. After collecting data, the researcher carefully encoded the responses in Microsoft Excel sheet, making sure of the accuracy and confidentially of data. Next, the researcher submitted the data to the statistician through e-mail and patiently waited for the results of the study for analysis and interpretation. The conduct of this study adheres with the ethical standards set to ensure that rights of respondents was prioritize in the course of the study, therefore the researcher submitted requirements to Ethics Review Committee that performed the rules and process of conduct to ensure the highest standard of ethics to be employed in the course of study. The data was gathered through the questionnaires that was being tallied and treated using the following statistical tools. Mean was used to summarize the influence of community relation and performance on police trust. Standard Deviation was used to indicate individual responses to the survey questionnaire of each variable. Pearson-r was used to determine the significant relationship between police-community relation and public

trust and Multiple Linear Regression was used to assess whether police community relation do not significantly predict public trust.

3. DISCUSSION

Level of Police Community Relation

The level of police community relation had four indicators, civic action program, public relation program, public information program and mass communication program. Presented in the table 1 are the results per indicator in the perceived level of police community relation on public trust. Computation yielded an overall mean score of 3.91 or high and the overall standard deviation computed was 0.680. This overall mean score was derived from the mean scores of all indicators, mass communication program of 4.10 or high (SD=.680) having the highest mean and civic action program having the lowest mean score 3.74 or high (SD=801) of all indicators.

Table 1. Perceived level of police community relation

Indicators	Mean	SD	Descriptive Level
civic action program	3.74	.801	high
public relation program	3.84	.773	high
public information program	3.96	.736	high
mass communication program	4.10	.680	high
Overall	3.91	.682	high

Table 1 result reveals that the level of police community relation is high or often manifested, this means that police community relation programs whether civic action program, public relation program, public information program and mass communication program is often observed by the community in District 1 of Davao del Norte. Indicator, mass communication program had the highest mean score of 4.10 or high indicates that police in District 1 of Davao del Norte uses modern social network to relay information, use media and television to communicate information, establish an information drive, and reach out to the public through technology such as mobile, audio-visual performance. This high level of mass communication program is consistent with the study conducted by Hohl (2011), that public trust is more significantly impacted by the police and media messaging about how they interact with both individuals and the community. Press coverage generally has little impact on public confidence in the police. Police communication is crucial, especially for those who have the least faith in the police, since it may increase public confidence in the force. However, civic action program has the lowest mean score 3.74 or high, this indicates that police community relation in terms of conducting medical and dental services, clean-up drive and tree planting program and participation in the construction of housing projects are often observed by the community. This finding is congruent with Dammert (2019), police forces should have increased links with local government and civil society organizations to increase evidence of police collaborative work. Moreover, Bolger and Walters (2019) suggest that increasing individuals' opinions of police is related to how fair they perceive the police to be acting. This means that conducting medical

services, participating in clean-up drive, tree planting activities and participating in housing projects will improve the level of police community relation.

Moreover, similar with study conducted by Mutasa (2021), that joint-community- police partnership programs remove barriers that hinders collaboration with the community to the law enforcers. These programs improve the level of engagement of police to the community, elevates police visibility and creates awareness of cultures between police and residents, with this the community bestowed trust to police and gives the police more support to address crime, transparency and police accountability. And according to some scholars, police community relations have been improved throughout the years due to enhance police professionalism and police accountability (Wu et al., 2012).

Level of Police Performance
Table 2 shows the level of police performance with its indicators, attentiveness, reliability, fairness, manners, responsiveness, and competence. The result reveals the overall mean score of 3.70 or high with a standard deviation result of .699. This indicates that the level of police performance based on specific items in the questionnaire appended in this study is often true or manifested to police officers of District 1 of Davao del Norte. This finding is related to Malone (2020) study findings that the public will rate police not simply on how people are treated, but also based upon their ability to address the present crime wave, suggesting that while perceptions of police treatment of civilians matter a great lot for public faith in police, results-oriented factors matter as well.

Table 2. Perceived level of police performance

Indicator	Mean	SD	Descriptive Level
attentiveness	3.71	.778	high
reliability	3.70	.772	high
fairness	3.55	.850	high
manners	3.77	.654	high
responsiveness	3.71	.779	high
competence	3.79	.751	high
Overall	3.70	.699	high

From the result of the study, it can be gleaned that the highest mean is competence of 3.79 or high (SD=.751), this means that police performance in terms of competence is often observed by the public such as police being skilled in handling concerns and disputes of the citizens, taking actions towards solving problems and doing their job well, efficiently and effectively. Donque (2023), said that police performance is best asses when police officers had long work experience, when police experienced more job demand, they tend to be more competent and efficient for they have developed level of skills, expertise and knowledge. In addition, the study of Sembiring, et al. (2020) also postulates that police who are emotionally intelligent tends to be more efficient and competent in solving problems because they could manage their emotions, communicate effectively and adapt to situation.

On the other hand, indicator fairness got the lowest mean of 3.55 or high (SD=.850) this means that fairness when it comes to police performance is least to be observed by the community such as being fair to the general public, being neutral to the people regardless of age, sex, socio-economic status, race, etc. and being fair in decisions when issuing traffic citations. Furthermore, Tyler (1990) process-based model linked fairness to police performance, based on the process-based model, strong and consistent evidence has been found to support the hypothesis that people who believe the police treat citizens fairly and courteously are more likely to believe that police share their values and beliefs and thus have the moral authority to enforce the law, this manifest that when police treat citizens fairly, police will have the support of community. Fairness is essential in police performance, this act of fairness to public will show neutral treatment to people regardless of age, sex, socio-economic status, race and fair in issuing traffic citations. Likewise, study findings of Gilbas, et al., (2021) who conducted a survey on the Performance of the Philippine National Police (PNP) in Camarines Norte Province, revealed that a rating 93% is given by the community to the police performance along with trust, respect, safety and security and commitment, this is evident with the supportive community who provide suggestions to the police to improve services through giving time and service to the church, continuous program against illegal activities and implementation of curfew and mobile patrol in the community.

Level of Police Trust
Illustrated in table 3 is the level of police trust in District 1 of Davao del Norte.
The public got a high level of police trust which obtained an overall mean score of 3.66 or high and a standard deviation result of .693. It denotes that the public trust police either in procedure and outcomes basis. This finding is congruent to the study of Jackson and Bradford (2010), that public trust to police is gained through three necessary areas called effectiveness, fairness and community engagement.

Table 3. Perceived level of police trust

Indicator	Mean	SD	Descriptive Level
procedure-based trust	3.64	.691	high
outcomes-based trust	3.67	.810	high
Overall	3.66	.693	high

Moreover, both indicators of police trust got a descriptive mean score of high in which outcomes-base trust got the highest mean of 3.67 (SD=.810) this means that the public often observed good police anti-crime performance, efficient skills in handling public emergency and service calls and that did a good job in traffic enforcement. Meanwhile, procedure-based trust got the lowest mean score of 3.64 (SD=.691) this indicates that police are often fair in handling incidents, polite and friendly, having patience in assisting citizens and give citizens opportunities to explain their situation. Similarly, Tyler (1990), discussed that some countries have higher rate of public perception to outcome-base than procedural factors when it comes to legal authorities, public tend to appreciate police when they see actual result of the of how they perform their jobs. Meanwhile, in Taiwan citizens gives no certain preference between

outcome-base and procedure-base police performance, this made Taiwan police act in both internal and external factors efficiently to address social interconnection in a morally upright organization (Sun, et al., 2019).

Moreover, similar study results were revealed by the survey conducted by OCTA Research for Tugon ng Masa Survey last March 2023, showed that 80 percent of Filipinos trust Philippine National Police despite the issues where police are involved. 80 percent result comes from the 1,200 adult respondents whom rated the police "strongly trust" (21 percent) and (59 percent) for "somewhat trust" the Philippine Police force. The survey also assessed the police performance, peace and order implementation and handling of crime occurrences where all these factors have positive results (Caliwan, 2023).

Significant Relationship between Police Community Relation and Public Trust
Table 4 shows the correlation matrix of the indicators of police-community relation and police trust. The overall police-community relation positively and significantly correlated with police trust (r=0.500, p<0.05). This is an implication that as police community relation increases, public trust to police also increases, therefore the result suggests that the null hypothesis was rejected and that there is significant relationship between police community relation and public trust. Similar with the study findings of Schermuly (2018), that when the police remain in contact to the public in everyday situation and procedural justice is applied in every encounter, it secures police legitimacy and enhances public trust yet, it depends on how the police conduct themselves during specific situations.

Table 4. Correlation matrix of the indicators of police-community relation and police trust

Police-Community Relation	**Police Trust**		
	procedure-based	**outcomes-based**	**Overall**
civic action program	.386[**]	.387[**]	.419[**]
	.000	.000	.000
public relation program	.475[**]	.419[**]	.482[**]
	.000	.000	.000
public information program	.435[**]	.384[**]	.442[**]
	.000	.000	.000
mass communication program	.451[**]	.441[**]	.483[**]
	.000	.000	.000
Overall	.478[**]	.446[**]	.500[**]
	.000	.000	.000

Moreover, all four indicators positively and significantly correlated with police trust; mass communication program has the highest overall score (r=0.483, p<0.05) while civic action program has the lowest score (r=0.419, p<0.05). Based on the matrix police community relation positively and significantly correlated with police trust with its indicator's procedure-based trust (r=0.478, p<0.05) and outcomes-base trust (r=0.446, p<0.05). This is congruent with the study of Tobar and Rengifo (2023), findings claimed that when citizens have higher

confidence in their government, they also have higher trust to police, this rating is from citizens who had not been victimized and if such experienced quick emergency response from police, the study also revealed that trust do not significantly relate with economic development but significantly related with implementation of law. Furthermore, Kasu (2023) on his study on the impact of community policing on crime reduction in Kaduna Central Senatorial District, Nigeria, found out that police strategies such as foot patrol, public education program and collaboration with the community through meetings are implemented by the police force to reduce crime, whereas police lack of training, poor strategies implementation, information gap and lack of community collaboration challenges public trust to police, with this, to achieve community expectation among police officers community involvement should be the focal point of police performance.

Significant Relationship between Police Performance and Public Trust
Table 5 shows the correlation matrix of the indicators of police performance and police trust. The overall police performance positively and significantly correlated with police trust (r=0.862, p<0.05). This suggests that the null hypothesis was rejected and that there is significant relationship between police performance and public trust. This is an implication that as police performance increases, police trust also increases. However, the findings were contradicted by Tyler (2001,2005) that citizens' trust in the police is perceived more on fair policing rather than police performance, he also added that the quality of treatment of police to citizens affects public confidence.

Table 5. Correlation matrix of the indicators of police performance and police trust

Police Performance	Police Trust		
	procedure-based	outcomes-based	Overall
attentiveness	.695**	.767**	.796**
	.000	.000	.000
reliability	.767**	.723**	.806**
	.000	.000	.000
fairness	.772**	.692**	.790**
	.000	.000	.000
manners	.773**	.701**	.796**
	.000	.000	.000
responsiveness	.746**	.722**	.794**
	.000	.000	.000
competence	.736**	.649**	.747**
	.000	.000	.000
Overall	.818**	.776**	.862**
	.000	.000	.000

In addition, all indicators of police performance positively and significantly correlated with police trust. Reliability got the highest overall score (r=0.806, p<0.05) while competence got the lowest (r=0.747, p<0.05). Based on the correlation matrix procedure-based trust (r=0.818,

p<0.05) and outcomes-based trust (r=0.776, p<0.05) positively and significantly correlates with police performance. Nonetheless, Lim and Kwak (2022), stated that the ability to deal with criminal offenses, avoid crime, and arrest offenders is an essential element of police performance. Another basic factor in the assessment of police by citizens is how well they are able to control crime. Consequently, public trust in the police agency is more likely to be built up if they are seen as effective at doing their job. Yesberg et al. (2023) study findings correlated with the findings of this study which shows that police visibility and police fairness predicts public trust to police together with collective efficacy. Police visibility to neighborhood gives positive view about police behavior, in turn boost pubic trust.

Significant Influence of Police Community Relation and Police Performance to Predict Public Trust: The regression analysis presented in Table 6 examines the relationship between indicators of police-community relations, indicators of police performance, and police trust. Two models are presented: Model 1, which includes indicators of police-community relations, and Model 2, which adds indicators of police performance to the analysis. In Model 1, R^2 = 0.264 indicates that the predictors in Model 1 account for 26.4% of the variance in police trust. ΔR^2 = s0.257 represents the increase in R^2 when compared to an empty model. F = 34.059, p < 0.05 shows that the model is statistically significant. However, in Model 2, R^2 = 0.768 indicates that the predictors in Model 2 explain 76.8% of the variance in police trust. ΔR^2 = 0.762 represents the increase in R^2 when compared to Model 1. F = 123.459, p < 0.05 indicates that the model is statistically significant. The result is identical to the study finding of Melkamu and Teshome (2023), that police performance, procedural fairness, and police-community relation have significant associations with public trust in the police and this significance may vary as predicted by police efficiency, procedural justice, and community relation.

Table 6. Regression analyses showing the predictive relationship of the indicators of police-community relation (Model 1) and the addition of indicators of police performance (Model 2) on police trust

	Model	B	S.E.	β	t-ratio	Sig.
1	(Constant)	1.565	.189		8.287	.000
	civic action program	.032	.072	.038	.449	.653
	public relation program	.221	.085	.247	2.589	.010*
	public information program	-.013	.085	-.014	-.152	.879
	mass communication program	.286	.081	.281	3.538	.000**
2	(Constant)	.617	.125		4.953	.000
	civic action program	.046	.042	.054	1.118	.264
	public relation program	-.115	.051	-.129	-2.258	.025*
	public information program	-.121	.049	-.128	-2.443	.015*
	mass communication program	.073	.047	.072	1.543	.124
	attentiveness	.231	.044	.259	5.259	.000**
	reliability	.212	.052	.237	4.083	.000**
	fairness	.161	.042	.197	3.824	.000**
	manners	.182	.056	.172	3.232	.001**

	responsiveness	.136	.054	.153	2.530	.012*
	competence	.024	.057	.026	.415	.678

Note: Model 1: R2 = 0.264, ΔR2 = 0.257, F = 34.059, p<0.05
Model 2: R2 = 0.768, ΔR2 = 0.762, F = 123.459, p<0.05

Among the indicators of police performance, several variables show significant positive relationships with police trust: attentiveness (B= .231, p = 0.000**), reliability (B= .212, p = 0.000**), fairness (B= .161, p = 0.000**), and manners (B= .182, p = 0.001**). This suggests that police officers who are perceived as attentive, reliable, fair, and display good manners contribute to higher levels of trust in the police. Additionally, responsiveness (B= .136, p = 0.012*) shows a significant positive relationship with police trust.

Further, the indicators of civic action program, public relation program, public information program, mass communication program, and competence do not have statistically significant relationships with police trust in Model 2, this result is by the chance that there are other indicators that could have strong predictive value than the given indicators. The results are true to the study of Tyagi, Jaiswal and Sharma (2023), that police investigation performance has a significant and positive relationship with public trust, the study suggests that, if properly evaluated and supported by resources, officials' training needs might lead to improved investigative performance and, ultimately, increased public confidence in police officers. Overall, the results indicate that indicators of police performance, such as attentiveness, reliability, fairness, manners, and responsiveness, have a stronger predictive relationship with police trust compared to indicators of police-community relations. The public relation program also shows a positive relationship with trust in both models. However, the civic action program, public information program, mass communication program, and competence do not significantly contribute to the prediction of police trust in Model 2.

Final Prediction Model for Police Trust
Police trust final prediction in linear model presented below reveals insights into different significant indicators that influences public trust to police. Relatable indicators of police performance such as attentiveness, reliability, fairness and responsiveness show high positive influence on police trust, this depicts that when police officers are reliable, fair and responsive to the communities' needs will boost their confidence to police, same with community-engaged programs such as civic action and mass communication. On contrary, public relations and information programs seems to negatively impact public trust to police, wherein implementation of these said programs may obstruct public trust to police, though this result is a manifestation that suggests for more transparent and effective strategies for communication. Congruent with the study findings of Beshi and Kaur (2020) and Rudhanto (2022), that public perception to an act of transparency, accountability and responsiveness are influential factors to describe public's level of trust and promotes legitimacy. Practicing transparency in an organization is essential to oversee performance and to provide explicit information to the public, accountability on the other hand will make the citizens feel that officials under the organization is responsible for their actions whether in the process of decision making and policy implementation. Thus, responsiveness plays an integral part affecting public trust,

responsiveness takes place when people are served with fair manner and managed citizens demands properly.

Table 7. Final Prediction Model

$$\hat{Y}= 0.617+ 0.046x_1, -.115x_2, -.121x_3, +.073x_4, +.231x_5, +.212x_6, +.161x_7, +182x_8, +.136x_9, +.024x_{10}$$

Where: X1= civic action program
        X2= public relation program
        X3= public information program
        X4= mass communication program
        X5= attentiveness
        X6= reliability
        X7= fairness
        X8= manners
        X9= responsiveness
        X10= competence

However, an opposing study of Gyamfi (2022) reveals that public lacks trust with police because of fear of reprisals from criminals, low police performance in terms of policing efforts and inactive police visibility, these factors delineate with poor police community engagement and atrocious responsiveness of police towards the public, these finding is consistent with Jones et al. (2019). Moreover, fear of reprisals from criminals was based on the previous experience of some informants that they have suffer attacks from reported criminals, with this kind of situation community perception to police decreases because they may not trust the police for leaking sources of information. Low police visibility also endangers public trust to police, this is due to lack of police force to conduct proactive policing and not establishing community police post accessible to the public in sparse locations, to address this problem Gjelsvik (2020) suggest that strategize for more effective and response-driven skills and technology should be attained by police officers.

4. CONCLUSION

The level of police community relation was high in all indicators, mass communication program as the highest rated indicator while civic action program as lowest. Similarly, level of police performance got high rating from respondents, competence as the highest and fairness rated as the lowest. Police trust also exhibited high rating from the respondents, outcomes-based trust as the leading highest mean and procedural base trust as the least. However, when these variables are tested for correlation, police community relation has significant relationship with police trust as well as to police performance, all indicators when correlated with these variables are significantly correlated. Lastly, the finding exhibited that indicators of police performance, such as attentiveness, reliability, fairness, manners, and responsiveness, have a stronger predictive relationship with police trust compared to indicators of police-community

relations. The public relation program also shows a positive relationship with trust in both models. However, the civic action program, public information program, mass communication program, and competence do not significantly contribute to the prediction of police trust. In the light of the foregoing findings and conclusion, the following recommendations are offered: Since it was revealed that both police community relation and police performance had significant relationship with police trust, the researcher recommends to the police officers to guarantee efficient police-community relation is to initiate rigorous programs and activities that encourages community-involvement such as conducting community-services through participating with housing project construction, tree planting programs, clean-up drive programs and medical services. Also, conducting seminars to crime hotspots, assisting relief programs during calamity, and public- information initiatives such as distributing informative fliers for crime prevention and suppression will engender a well-founded public trust to the police.

Moreso, an active mass communication strategy will contribute with police efficiency through actively informing and educating the public across social media platforms in real-time basis and diligently posting relevant information for the public utilizing Facebook, Tiktok, Instagram and Twitter, with this, wide-range of audience could be reached and get informed. The police organization should also ensure 24/7 information drive operation with functional and free-flow of audio-visual information centre. Further, to intensify police performance in terms of fairness which is the lowest rated indicator for police performance, the police administration should implement fair and impartial policing training, this type of program will aid and help the police officers to strategize dealings involving community, this will also enlightened police officers address biases in their field of duty. Also, early intervention system should be established to identify police officers who shows early signs of engaging into problematic behaviour, in this manner, early intervention may be employed, this could also be considered as pro-active approach in dealing bias issues. Lastly, police organizations should create an independent oversight and accountability sector, like a civilian review that will assess the transparency and accountability of police officers in engaging with the public. Ultimately, police performance had a strong predictive value than police community relation when correlated to police trust, this indicates that public trust to police is much more influence by their assessment of police performance rather than police community relation programs. With this, the researcher recommends that police organization should prioritize giving police personnel training that gives emphasis on professionalism and competence to developed and equipped them with skills to serve public efficiently. Implementation of data -driven policing practices should also be initiated by police administration for the utilization of data analytics in identifying trends, effectively allocating of resources and make informed decisions on law enforcement strategies. Finally, police organizations should focus on outcomes-based performance metrics to evaluate police performance on crime-rate reduction, response time and maintain strong feedback loop to strategize and maintain high approval rating of the community. These recommendations if put into practice will emerged a strong and resilient community that advocates a positive social change and will strengthen community's relationship with the police.

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