

Asta Brata Leadership in Building Public Trust to Realize Polri Presisi at Polres Tuban



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ABSTRACT: The concept of Asta Brata leadership is a leadership doctrine for individuals and groups of individuals, as every individual is a leader of themselves. The concept of leadership is a characteristic of Indonesia. This research reveals the implementation of Asta Brata leadership in Polres Tuban in carrying out its duties and implementing the Polri Presisi program to create public services that have an impact on public trust. Using a qualitative method, this research conducted observations and interviews with Polres Tuban's leaders and members and the community in Tuban Regency. The results show that Asta Brata leadership influences the success of Polres Tuban's duties. The Asta Brata leadership has been implemented in Polres Tuban through the Polri Presisi program. Furthermore, with the Asta Brata leadership, public services provided by Polres Tuban can satisfy and gain the trust of the community.

KEYWORDS: asta brata; leadership; public trust; public services; Polri Presisi

INTRODUCTION

Every organization requires the presence of human resources to run it. To achieve the organization's goals, collaboration is required among individuals who have a vision and mission that aligns with the organization. In an organization, the role of human resources is crucial. The presence of organizational leaders is needed to manage these human resources.

"Most leadership definitions reflect the assumption that leadership involves a process in which intentional influence is given to others to guide, organize, and facilitate activities and relationships in a group or organization" (Yukl, 2013: 2). Without personnel who sort and coordinate the organization, the organization cannot achieve its goals in line with its vision and mission. Therefore, a figure is needed to oversee and coordinate the organization to achieve its goals.

Leadership greatly affects organizational commitment. The more appropriate the leadership style is applied, the stronger the organizational commitment becomes. Therefore, by using the right leadership style, the performance of the Polri or Indonesian National Police members will be maximized (Pertiwi et al., 2019).

The leadership style influences the performance of the Indonesian National Police (Polri) members. The leadership style also affects the performance of the civil apparatus within the Polri environment (Effendi & Marnisah, 2019). Leadership within the Polri organization has an impact on the professionalism of the Polri's work. The better the leadership, the higher the performance of Polri members (Supriyani, 2017).

In the future, the challenges faced by the Polri will become more diverse. Therefore, the Polri is required to have high sensitivity in observing the development of society, not only in law enforcement but also in serving the community in other fields related to the implementation of Polri's duties and functions. Effective anticipation efforts must be made to realize the Polri that can solve community problems or be more inclined to support the community (Mawarin, 2013).

The main task, authority, role, and function of the Polri are regulated through Law No. 2 of 2002 concerning the Indonesian National Police. In this law, it is stated that the Polri is a state tool that plays a role in maintaining public security and order (kamtibmas), law enforcement (gakkum), as well as providing protection, security, and service to the community in order to maintain domestic security (Kamdagri).

During the fit and proper test for the candidate of the Chief of the Indonesian National Police (Kapolri) on Wednesday, January 20, 2021, at the meeting room of the Commission III of the Indonesian House of Representatives (DPR RI), Commissioner General Pol. Drs. Listyo Sigit Prabowo, M.Si. presented the concept of "Presisi." The Presisi concept is a transformation of the Indonesian National Police (Polri) towards being predictive, accountable, and transparently fair. The Presisi Polri is presented

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through a predictive policing approach. The transformation steps that will be taken are organizational transformation, operational transformation, public service transformation, and supervisory transformation. (Commission III DPR RI, 2021)

The author agrees with the Presisi concept, as being predictive means being visionary. The police must be able to anticipate potential dynamic situations that may occur, and make necessary preparations beforehand. Meanwhile, accountability means being responsive to the developing or ongoing situation, so that the police are not caught off guard or become victims of the situation due to lack of preparedness. Lastly, transparency and fairness are important as a public organization funded by taxpayers' money, the principles of working for the Indonesian National Police should prioritize the openness of their actions and decision-making process, as a form of accountability to the people.

As a public organization, it is crucial for Polri to pay attention to the community, as reflected in their trust level assessment. Polri must absorb and listen to the aspirations of the public as part of cultural reform. According to General Listyo Sigit Prabowo, the trust of the public is the honor of Polri. After the "Sambo Case," the public trust in Polri declined, but after handling the situation, it rose again to 69.6%. (Polri Public Relations, 2022). The community's evaluation of public services towards Polri takes time. The services provided cannot immediately create a public assessment. However, satisfaction and tangible evidence need to be created, which will eventually be able to create a level of public trust. (Hidayati, 2014)

These research findings are consistent with Hermawan's theory (2004:142), stating that trust arises from a long process. If trust has already developed between a person and an organization or company, the effort to build a cooperative relationship will be easier. Trust is indicated by a credibility obtained from others because of having the desired expertise to perform a task. Trust can also be obtained by doing something best for others through a relationship. (Hidayati, 2014)

It can be concluded from these findings that public trust will arise if satisfaction and tangible evidence can be felt and known over a long process. The public's trust in Polri is directly related to the process of providing services from Polri.

Polres as a middle rank of the Indonesian National Police also plays an important role. It has the task and function of a territorial nature at the district level. With a large area and population, the role of leaders also has a significant impact on police performance. "For developing and developed countries, leadership skills for police will be required according to potential challenges that may arise" (Wankhade & Weir, 2015: 170). In Tuban Regency, which is also in Java, its people are familiar with the Javanese leadership principles. One of them is through the staging of wayang kulit, which is still preserved by the Javanese community to this day. "The quality of Javanese leadership can be measured by its morality" (Endraswara, 2013: 24). This is because in wayang kulit performances, stories of leaders and those they lead are always played out in the form of kingdom stories. A number of wayang characters serve as examples of a leader's behavior. Even the level of leadership, from the lowest to the king, is represented by several wayang characters. Moreover, facial expressions, speech styles, and other physical behaviors can indicate the leadership patterns being applied (Endraswara, 2013).

The teaching of leadership in wayang kulit performances is called Asta Brata (Riswati, 2018), or the eight qualities or behaviors practiced by two wayang characters: Sri Bethara Kresna and Prabu Ramawijaya. The word "Asta" means eight, and "Brata" means guide or guidance. Thus, it can be concluded that Asta Brata is an eight-point guide or guidance for a leader, or actions, traits, and characteristics that a leader must possess (Yasasusastra, 2018). The teaching of Asta Brata was found in Javanese text documents, namely Serat Rama Jarwa, Serat Nitisruti, and Serat Wahyu Makutha Rama (Yasasusastra, 2018). It is said that the most popular Asta Brata among the Javanese people was the work of K.P.H. Kusumadiningrat in 1813, titled Partawigena (Arjuna Prihatin). With the principle that every person is a leader, this Asta Brata was intended not only for formal leaders, but also for every individual. Later, the wayang kulit play Partawigena was adapted by Ki Siswoharsojo in 1960 and became the basic rules for staging wayang with the play titled Makutha Rama.

Javanese culture is currently rich in symbolism (As'ad et al., 2011), which is influenced by Hindu teachings in the past (Magnis-Suseno, 1997; Geertz, 1960). Islam is now the majority religion in Indonesia, particularly in Java. "The teachings of Asta Brata are one form of Javanese cultural values embodied in literature. Niels Mulder (1996) referred to Javanese values as Javanism or Kejawen, and further elaborated that values are a way of life that is an abstraction of life experience formed by ways of thinking and feeling about values, social organization, behavior, events, and other aspects of experience. Therefore, the essence of the asta rata leadership qualities is assumed to have become internalized values within every Javanese society" (As'ad et al., 2011). The Asta Brata leadership is developed by thinkers or philosophers and can be used to complement modern leadership philosophy. Furthermore, this leadership can be used in all eras because it is adaptive to global development (Hudaya & D Nugroho, 2013). Based on the previous discussion, the phenomenon of the Tuban District Police becoming an important area in Indonesia due to the presence of oil refineries is a regional issue. Even so, it will have an impact on the international level. Therefore, it is necessary for the Tuban District Police organization to provide services to the community by gaining their trust. Thus, the right leadership pattern is needed to gain the trust of the community in order to realize the vision and mission of the National Police Chief and to

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carry out the organization in accordance with the main tasks and functions of the National Police while still considering local wisdom.

The researcher is interested in Asta Brata as a leadership concept with a Javanese cultural approach. It is one of the leadership concepts in Indonesia that can be applied by both organizational leaders and individuals. By raising the Asta Brata leadership, it will add to the wealth of knowledge about locally-based leadership concepts that are still relevant today and can be applied. Maintaining Asta Brata is a nation and characters building effort for the success of building the nation must begin with the development of human character, including strengthening the identity of the nation's character. Therefore, the Asta Brata concept is crucial to be developed as an Indonesian concept that is still relevant for use across eras.

Based on the previous explanation, the objectives of this research are as follows:

1. To reveal the Asta Brata leadership in supporting the success of Tuban Police in carrying out its main tasks and functions.
2. To reveal the implementation of Asta Brata leadership in Polri Presisi at Tuban Police.
3. To reveal the success of the implementation of Asta Brata leadership in the Tuban Police environment.
4. To reveal the success of the Asta Brata leadership implementation in providing public services for Tuban Police.
5. To demonstrate that public services provided by Tuban Police have gained public trust.

LITERATURE REVIEW

Organizational Behavior

According to Stephen P. Robbins and Timothy A. Judge in their book "Organizational Behavior" (2013: 3), they compare the fact that even the universe itself is not as difficult to understand as the actions of other people. This can be interpreted to mean that the complexity of the universe, including its constellations, can be grasped through scientific study. Therefore, it is even more possible to understand the social relationships between people.

Robbins and Judge (2013: 10) explain that Organizational Behavior (OB) is a field of study that investigates the impact of individuals, groups, and structures on behavior within organizations, with the goal of applying such knowledge to improve organizational effectiveness. By studying individuals, groups, and structures, OB aims to apply the knowledge gained about these elements and their influence on behavior to enable organizations to operate more effectively.

Based on the explanation above, it can be concluded that Organizational Behavior is a field of study that focuses on the behavior, attitudes, and performance of individuals, groups, and structures within an organization. This field of study draws upon various branches of knowledge relevant to each area, and seeks to understand how these elements interact to affect organizational effectiveness.

Leadership

According to Drath and Palus (1994:4), "Leadership is the process of understanding what people do together so that people will understand and commit." Meanwhile, House et al. (1999:184) define leadership as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization...". It is clear that the role of leadership has a significant impact on the condition and future of an organization. The way leaders manage resources and direct the organization can influence all aspects within the organization. A leader must be able to articulate the organization's vision and mission into actionable programs, while also engaging in effective cross-functional communication and maintaining a positive social environment.

According to Siagian (2015:47-48), based on its functions, leadership has five roles: first, as a determinant of direction/steps to achieve organizational goals; second, as a representative/spokesperson in building communication/relationships with external parties; third, as an effective communicator; fourth, as a mediator; and fifth, as an integrator.

Leadership in the Indonesian National Police (Polri)

The Indonesian National Police is a state apparatus that plays a role in maintaining public security and order, upholding the law, and providing protection, comfort, and services to the public in order to preserve national security. The factors of duties, exemplary behavior, attention to individuals, work atmosphere or cohesiveness will encourage good leadership. A leader must be able to give clear tasks to their subordinates, because unclear tasks will lead to laziness. Exemplary behavior, attention to individuals, and cohesiveness will also encourage subordinates to work better. Conversely, if these factors are not implemented, it will have an impact on subordinates working lazily. (Maskat H, 1997: 47-48).

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Asta Brata

According to Yasasusastra (2018: 119-120), the eight traits of Asta Brata are as follows:

1. Earthly Character: A leader must possess a generous nature and be able to please people.
2. Watery Character: A leader must have a forgiving nature.
3. Fiery Character: A leader must be able to punish the guilty and destroy everything that pollutes the earth. Their spirit must remain strong even if their influence wanes.
4. Windy Character: A leader must be meticulous in all things, with the ability to use their cleverness and take unlimited steps without any signs. They must not regret or feel hurt if they are rejected or pulled back.
5. Solar Character: A leader must slowly and carefully reach their goals.
6. Lunar Character: A leader must be humble and able to humble themselves to gain love.
7. Stellar Character: A leader must have strong principles and not easily falter or back down from their commitments. They must not be reckless and must trust those they lead.
8. Cloudy Character: A leader must be generous, strategic, fair, and impartial.

In the research article "Exploratory Study of Javanese Leadership Model: Asta Brata" (As'ad et al., 2011), five versions of leadership indicators of Asta Brata are mentioned: Manawa Dharmacastra, Serat Rama, Serat Niti Sruti, Serat Pustakaraja Purwa, and Lakon Makutha Rama. The explanations of each indicator are as follows:

1. Matahari (Sun): A leader should be cautious in directing their subordinates. Additionally, they must be able to motivate or provide motivation to their subordinates to achieve the organization's goals.
2. Angin (Wind): A leader should be meticulous when supervising their subordinates' work. Moreover, a leader must be close to their subordinates at all levels without distinguishing their status.
3. Bulan (Moon): A leader should be able to break the frozen conditions or create joyfulness with their cheerful attitude. In this way, they can motivate their subordinates to improve their performance.
4. Api (Fire): A leader must be firm in managing the organization, especially in giving penalties to their subordinates who make mistakes.
5. Bumi (Earth): Although a leader is strict in punishing, they must also have a forgiving or generous attitude and be fair to all their subordinates. A leader should be fair in giving awards to subordinates who achieve good results.
6. Langit (Sky): A leader should be able to provide knowledge to their subordinates.
7. Samudra (Ocean): A leader should be open to suggestions and input from their subordinates. By wisely managing their subordinates' aspirations, they can create new motivation.
8. Bintang (Star): A leader should be confident in holding onto and carrying out their principles, i.e., collaborating with their subordinates to achieve the organization's goals

Precision Police

According to Hasibuan (2022), Polri Presisi is the embodiment of society's expectations towards the Indonesian National Police (Polri), which is firm yet humane, capable of providing the best and transparent service. This is then realized in the vision and mission of the National Police Chief, General Listyo Sigit Prabowo, with Presisi standing for Prediktif, Responsibilitas, and Transparansi Berkeadilan. Polri Presisi is an elaboration of Prediktif, Responsibilitas, and Transparansi Berkeadilan. Therefore, all levels of the Indonesian National Police are required to realize these four elements in their respective areas of work in the execution of their duties.

Public Trust

According to Nashar (2020:25), "satisfaction is the level of an individual's feeling after comparing perceived performance with expectations. Therefore, the satisfaction level is a function of the difference between perceived performance and expectations. If performance is below expectations, then customers/citizens will be disappointed. If performance meets expectations, then customers/citizens will be satisfied." According to Hidayati (2014), public trust in the Indonesian National Police (Polri) is influenced by responsiveness, competence, politeness, credibility, and responsiveness.

Public Services

According to Nashuddin (2016:113), public service is an effort made by an individual/group or certain institution to provide convenience and assistance to the public in order to achieve specific goals (Miftah Thoha: 1991). Meanwhile, Handyaningrat (1988) defines public service as a service provided with a strong adherence to the criteria of efficiency, effectiveness, and cost-effectiveness, while serving the public interest in the field of production or distribution that operates in vital services.

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METHODOLOGY

Research Paradigm

In this research, the researcher will conduct observations, documentation sourcing, and interviews with the leadership and subordinates of Polres Tuban, as well as with the public who receive public services from Polres Tuban. All of these methods will be compared with the Asta Brata leadership behavior indicators. This will help to identify how the Asta Brata leadership behavior process is applied in Polres Tuban, and compare it with indicators of public trust and Polri and Presisi indicators.

Research Design

This research is a qualitative study. According to Lodico, Spaulding, and Voegtle (2006), as cited by Emzir (2012), qualitative research is interpretative research or field research that uses inductive reasoning. Therefore, many perspectives can be revealed. Bogdan and Taylor (1992), as cited by Sujarweni (2022), describe qualitative research as research that produces descriptive data in the form of speech, writing, or observed behavior of human beings. By producing in-depth descriptions of speech, writing, and observed behavior of individuals, groups, communities, or organizations.

This study is a case study, as described by Sujarweni (2022), where the research is focused on humans, and data is collected through interviews, observations, and documentation. Emzir (2012) explains that a case study is about discovering meaning by investigating the process and gaining a deep understanding of individuals, groups, or situations.

Population and Sample

In this research, the population is not used; instead, the social situation is used. According to Sugiyono (2022), a social situation consists of place, actors, and activity, which interact and are interrelated. The researcher will conduct an in-depth study of these three elements. Polres Tuban is the research site, and its officers are the organizers of the organization at all levels of work, mobilizing its members. The activity that will be studied is the implementation of work related to the services provided to the public or public services at Polres Tuban, starting from the level of Polres, which includes unit services and Polsek.

In this research, purposive sampling will be used. This sampling technique is highly necessary in the police environment where there is a hierarchy of superiors and subordinates with unique characteristics. The samples to be used in this study are the Chief of Tuban Police Resort (Kapolres Tuban) as the highest leader, followed by the Head of Units (Kasat) who are involved in community services, members of the units who provide community services, the police chiefs of sectors (Kapolsek) and members, as well as community members who receive services from Tuban Police Resort from various professions.

Research Instruments and Interview Design

The observation that will be conducted is through focused observation. This is because the researcher will focus on behaviors related to the Asta Brata leadership indicators, Polri Presisi, and indicators of public trust. Focused observation is a narrowed and focused observation on a specific aspect (Sugiyono, 2022).

The researcher utilized primary data, obtained from in-depth interviews that were transcribed. In its implementation, semi-structured interviews will be used to find issues more openly or more broadly (Sugiyono, 2022). Based on the research indicators, a list of interview questions will be prepared with the informants, but will be developed during the interview process. Document studies will also be conducted to collect data on the standards implemented by the organization and to connect them with the research indicators.

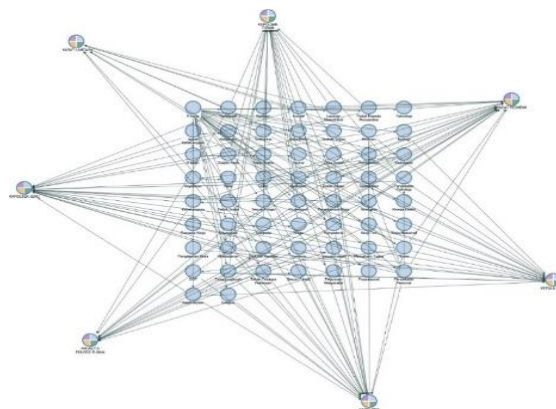
Data Analysis Techniques

The results of the entire process will then be processed through the NVivo program. The data will be coded according to the research indicators, and relationships between variables will be established.

RESEARCH RESULTS

From the results of the interview transcription, the information was then processed by coding and produced as follows:

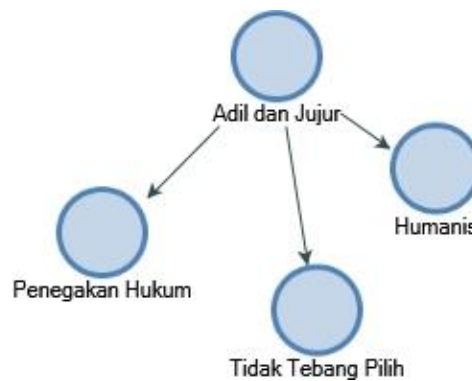
Figure 5.1



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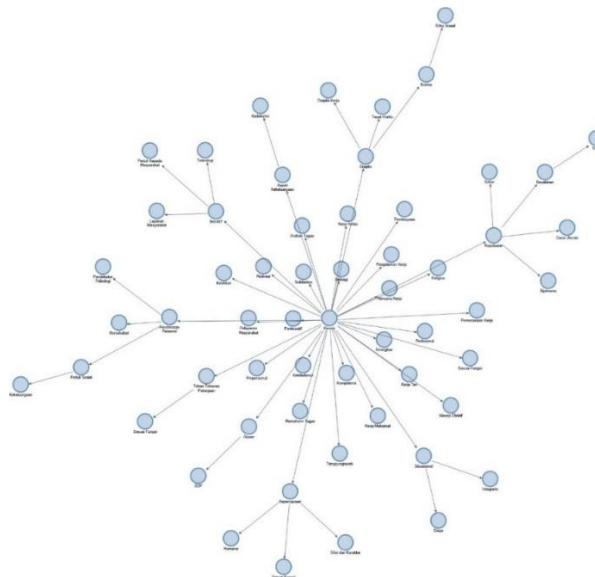
From the above diagram, it can be explained that in organizational behavior, there are several aspects of general behavior that are covered.

Figure 5.2



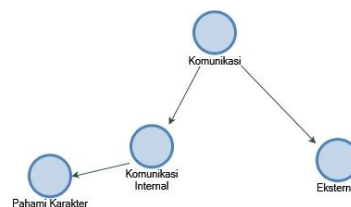
Fair and honest have humanistic behavior derivatives in law enforcement, and are not discriminatory.

Figure 5.3



The aspect of performance has derived sub-aspects, namely task direction, sense of family, rules, sharing, discipline, innovation, expertise, trust, decision-making, sincerity, maximum effort, teamwork, exemplary behavior, effective work, competence, understanding of tasks, motivation, participative, public service, financing, personal approach, work experience, work plan, professionalism, proportionality, religiosity, accordance with function, synergy, situational, work pressure, and responsibility.

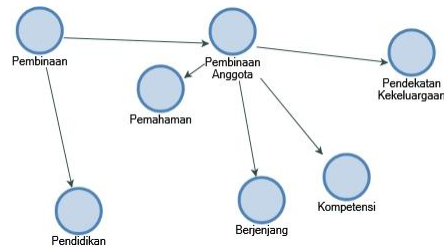
Figure 5.4



In the above diagram, it is explained that there is a communication breakdown at Polres Tuban, both internally and externally. Internally, it is addressed by understanding the individual character of personnel, as well as the relationship between members and leaders, and between leaders and subordinates.

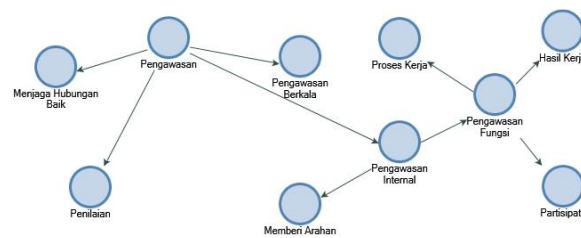
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Figure 5.5



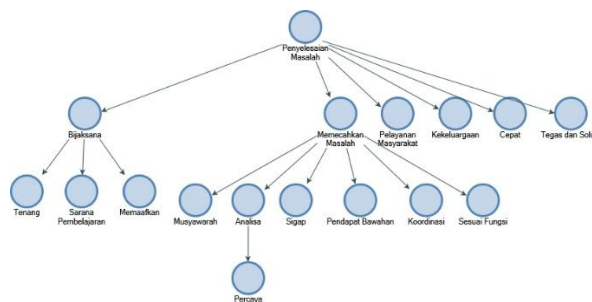
The guidance provided to members is carried out through a familial approach, which involves providing understanding and education. Additionally, the guidance provided is carried out in a structured manner, based on the competencies of each individual.

Figure 5.6



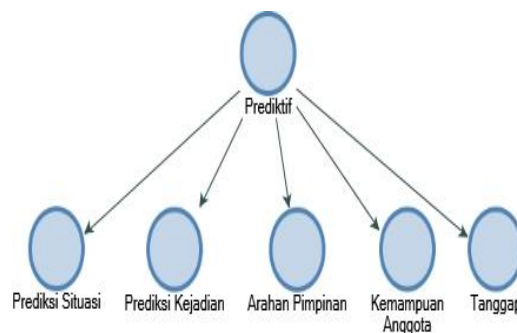
The supervision carried out is done through good relationships, and regularly with a basis of assessment. Internal supervision is carried out by giving instructions to members. And through their respective functions to participate in supervising the work process and results.

Figure 5.7



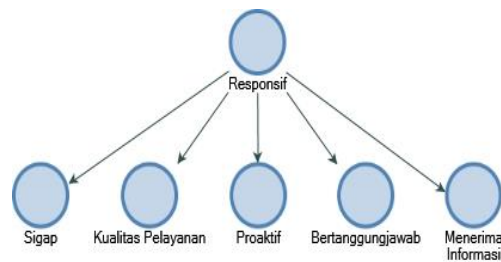
The resolution of problems is carried out wisely, quickly, decisively, and effectively, for the sake of public service. The approach used is wise and calm, and each problem that arises is considered a learning opportunity and forgiven. In solving problems, analysis, consultation, alertness, coordination according to function, and participation are employed.

Figure 5.8



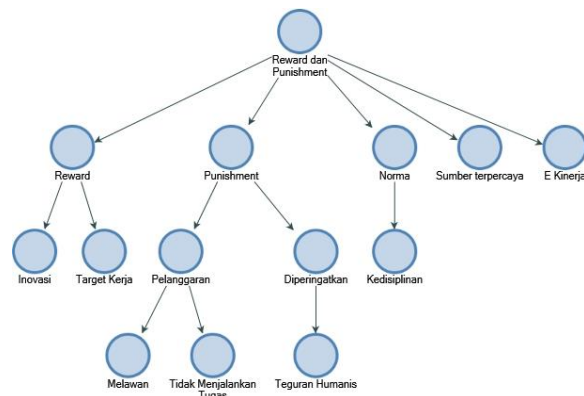
In its implementation at the Tuban Police Resort (as shown in the figure 5.8), the predictive aspect involves making predictions about situations and events while taking into account the leadership's guidance and the capabilities of the personnel, all while maintaining a responsive attitude.

Figure 5.9



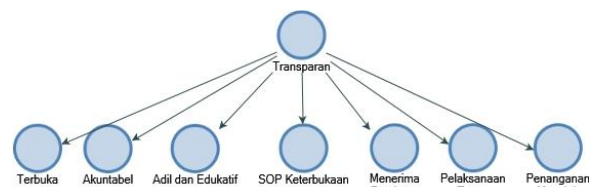
Responsiveness can be translated as being prompt and attentive in the context of Polres Tuban. This involves improving the quality of proactive and accountable service by accepting information from various available sources.

Figure 5.10



Reward and punishment are based on norms, reliable sources, and e-performance. Rewards are given when members achieve performance innovation and meet work targets. Meanwhile, punishment is given to members who violate orders or fail to carry out their duties. For initial offenses, members are warned through a humane reprimand.

Figure 5.11

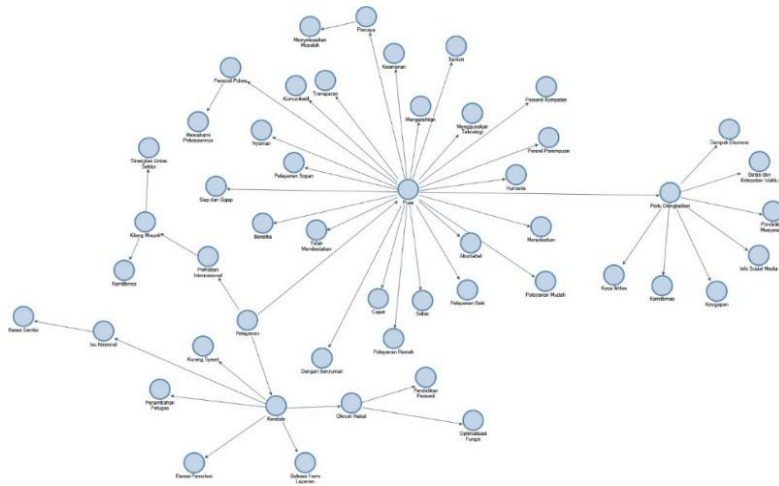


The implementation of transparency at Polres Tuban includes being open, accountable, fair, and educational, accepting opinions while adhering to the standard operating procedures of transparency. The transparent content is related to task execution, and the transparency applied can be used to handle any arising issues.

In the perspective of the community and the services they receive, there are factors such as challenges, community satisfaction, and the readiness of Polres Tuban in carrying out its duties and functions in an area that will receive international attention. One of the challenges faced is the unfamiliarity of service forms, and the national issue of the sambo case that has impacted the decreasing trust of the community in the police force. To address misconduct, optimization of personnel functions and education is recommended. Additionally, to handle the challenges of large numbers of service applicants, an increase in the number of personnel is necessary to maintain timely service. Regarding the readiness of the area to receive international attention, Polres Tuban has undertaken efforts to work collaboratively with other sectors in maintaining security and public order. The satisfaction of the community in receiving services is attributed to factors such as accountability, ethics, speed, service with a smile, humanism, safety, communicativeness, guidance, technology-based, comfort, ease of service, friendliness, courtesy, patience, readiness, responsiveness, transparency, and non-discrimination. The trust of the community has also been strengthened because the personnel understand their duties and can successfully resolve issues.

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Figure 5.12



DISCUSSION

Asta Brata

The leadership of Asta Brata has been implemented by the leaders at the Tuban Police Station. The characteristics that serve as the basic indicators of Asta Brata leadership behavior have been applied in their daily work, even though the formal term of Asta Brata leadership theory is not explicitly mentioned.

In terms of communication, both external and internal communication are emphasized. Internal communication is done by understanding the character of each individual. The performance indicators of Asta Brata leadership include clear guidance, a sense of familial closeness, adherence to standard operating procedures (SOP), sharing knowledge, discipline (in work, ethics, and punctuality), innovation (in community service, caring for the community, and utilizing technology), expertise, trust (being humane, performing duties appropriately based on character and function), decision-making (wisdom, based on rules, conviction, and patience), sincere work, maximum effort, teamwork, exemplary behavior, effective performance, competence, understanding of tasks, motivation, participative leadership, public service, financing, personal approach (being friendly, socially concerned, and having a psychological approach), work experience, work planning based on function, situational awareness (being prepared and alert), solidarity, work pressure resistance, and accountability.

In terms of development, the emphasis is on the development of members, which is done in a hierarchical manner, taking into account competence, understanding, and family-oriented approaches. Education is also an important aspect of development. Supervision is done by maintaining good relationships, regular supervision, internal supervision (providing guidance, supervising functions based on work results, participative work processes), and assessment.

Problem-solving is done with wisdom (forgiving, learning opportunities, and calmness), quickly, familial approach, problem-solving skills (analysis, coordination, consultation, feedback from subordinates, following functions, and readiness), public service, decisiveness, and solutions-oriented thinking. Rewards and punishment are given for performance, compliance with norms (discipline), and punishment (humane warning for failure to perform duties or disobedience) and rewards (innovation, target achievement).

The practical application of Asta Brata theory in the Tuban Police Station is more detailed and thorough than what is written in the previous chapter of this paper. Thus, it can be explained that Asta Brata leadership is implemented at the Tuban Police Station through daily work behaviors, with more detailed indicators of behavior than what is outlined in the theoretical framework presented earlier in this paper.

Precision Police

Similarly to before, Polri Presisi has also been implemented in Polres Tuban. Through the realization of daily programs and innovations, Polri Presisi can be implemented in Polres Tuban in various forms. Predictive: in accordance with leadership directives, predicting the capabilities of personnel, predicting incidents, predicting situations, and responsive to the surrounding environment. Responsive: being accountable, providing quality service, receiving information, being proactive and alert. Fair and Honest: humanistic, upholding the law, and avoiding discrimination.

Public Trust

The public trusts the Tuban Police Department as a result of receiving satisfactory services. The indicators produced are more numerous than the theory. Informants reveal that they are more satisfied with the services they have received, which has an

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impact on their trust in the Tuban Police Department. Community satisfaction leads to trust in the Tuban Police Department because it is accountable, ethical, fast, with a smile, humanistic, secure, communicative, guiding, utilizing technology, explaining, comfortable, providing good and easy services, friendly, polite, trustworthy (in resolving problems), with female personnel, competent, patient, courteous, ready and responsive, impartial, and transparent.

CONCLUSION

Based on the results of the research, it can be concluded as follows:

1. The leadership of Asta Brata has an impact on the success of the implementation of the duties and functions of personnel at Polres Tuban.
2. The Asta Brata leadership has been implemented at Polres Tuban in carrying out the translation of the Polri Presisi program. This is done through various forms of personal behavior that support the optimization of both internal and external performance.
3. The implementation of Asta Brata leadership at Polres Tuban has been successful with the application of more detailed actions than the universal concept in theory.
4. With Asta Brata leadership, public services at Polres Tuban can create satisfied communities.
5. With the satisfaction received by the community, it can increase trust in Polres Tuban through the public services provided, which includes both program and innovation work, as well as individual actions.

SUGGESTION

The results of this research can be used as a technical guideline for the implementation of asta brata leadership in public service institutions that provide services to the public. To provide more detail and depth, further research can be conducted on each indicator of the three variables.

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