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**PUBLIC TRUST: WHAT, WHY AND HOW TO APPLY IT IN
CREATING EXCELLENT SERVICE**

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Abstract

This research article on public trust is based on the contents of the Professor Inauguration Scientific Oration at the Institut Pemerintahan Dalam Negeri (IPDN). Public trust is an important and interesting keyword to talk about to create excellent service. This study uses a normative research method which is carried out by reviewing the contents of relevant references while exploring relevant data, information, and knowledge as answers to questions about what, why, where, when, who, and how (5W1H) application of public trust in realizing the task, functions, and roles of institutions or organizations providing public services. Public trust is a necessity, as a keyword and key success factor for realizing good, accountable, and acceptable governance. Public trust is seen as a powerful panacea when the central and local governments expect all implemented policies to be successful or excellent.

INTRODUCTION

Observing the background, urgency, and significance as well as the essence and orientation of the actualization of the Trust concept by Francis Fukuyama (Bankowski, 1998; Clark, 1996) in the locus of public service in the industrial era 4.0, the era of Society 5.0, the era of the new normal which by some authors (Calnan & Sanford, 2004; Chanley et al., 2000; DiPiazza Jr & Eccles, 2002; Haning et al., 2020; Resnik, 2011; Thomas, 1998) refer to it as a public trust. then public trust is understood to be the willingness and sincerity of all citizens or community groups to trust the authority or power of the government to realize the policies that have been determined according to their implementation.

In the context of Indonesia in the millennium era or the current era of society 5.0, public trust is considered a necessity, as a keyword and key success factor for realizing good, accountable, and acceptable governance. Public trust is seen as the most effective panacea (medicine for all diseases) when the government expects all implemented policies to be

successful or excellent. The locus for developing and strengthening public trust is in any organization that serves the public interest or in our workplace.

LITERATURE REVIEW

Some experts (Bok, 1992; Calnan & Sanford, 2004; Chanley et al., 2000; DiPiazza Jr & Eccles, 2002; Haning et al., 2020) agree that public trust can be understood as a manifestation of the willingness and sincerity of all citizens or community groups to believe (trust) on the authority or power of the government to realize the policies that have been determined by their implementation. Public trust is understood as a form of social capital (Baliamoune-Lutz, 2011; Keele, 2007; Persson, 2008) which has two aspects, namely involvement in public activities and interpersonal trust.

According to some experts and researchers (Schroeder, 2020; Slaton & Arthur, 2004; Wahyuningsih, 2011) in the context of democratic policy, public trust is a determinant variable, not just an outcome variable. It is assumed that a high level of public trust certainly makes it easier for citizens (public elements) to express their voices to assess the impact of policies, programs, or services provided. Furthermore, a high level of public trust can foster community participation and appreciation in the program, facilitating adjustments when there are multi-agency conflicts (dual roles in functions) in program implementation.

METHOD

This type of normative (Dobinson & Johns, 2017; Irianto, 2017) and descriptive-analytical research is carried out by reviewing the contents of relevant references while exploring relevant data, information, and knowledge as answers to the questions what, why, where, when, who, and how which is abbreviated as 5W1H (Jinks, 2019) application of public trust in realizing the duties, functions, and roles of institutions or organizations providing public services. The results are presented following the stages of an “interactive model” (Miles et al., 2018) which includes data collection, information and knowledge, data condensation, data verification, and concluding.

RESULTS AND DISCUSSION

The results of searching data, information, and knowledge regarding the focus of research at the appropriate locus are discussed based on the answers to rhetorical questions according to the keywords 5W1H regarding the application of public trust in realizing the function and the role of institutions or public organizations providing excellent and sustainable services professionally and sustainably.

First, what is meant by Public Trust? The answer is the willingness and sincerity of all community members or community groups to trust the authority or power of the government to realize the policies that have been set by their implementation (Haning et al., 2020). The definition of public trust is based on the view of Van de Walle & Bouckaert (2003) that public trust is the perception of individuals or groups of people (the public) towards individual organizers and government institutions in providing public services by the preferences and needs of the community.

Second, why need to create and actualize public trust? The answer is explicit in the statements of some experts (Bok, 1992; Calnan & Sanford, 2004; Chanley et al., 2000; DiPiazza Jr & Eccles, 2002; Resnik, 2011; Thomas, 1998) in the introduction to his writings that a public trust is a contemporary approach that can be applied in public organizations, especially those related to trust and confidence, volunteerism and public compliance. Public trust plays an important role in building the performance of the public bureaucracy, especially

in the implementation of public services, implementation of public policies, and achieving the expected results. Public trust is seen as the most effective panacea (medicine for all diseases) when the central and local governments expect all implemented policies to be successful or excellent, as the Bonoma Model in policy implementation (Salusu, 2015). Public trust is a very large "pendulum clock" to leverage or jump-start creativity and innovation (Akib, 2014, 2019), the motivation and concern of citizens for what has been and will be achieved by the government (Haning et al., 2020). In other words, public trust is a necessity, as a keyword and key success factor for realizing good, accountable, and acceptable governance.

Another reason that underlies the importance and interestingness of actualizing the concept of public trust is the great attention of observers and experts on public administration, especially adherents of the contemporary paradigm, namely, New Public Governance (NPG) which was inspired by the seminal work of Stephen P Osborne (Osborne, 2006) in his book entitled *The New Public Governance, Emerging Perspectives on the Theory and Practice of Public Governance*, Routledge. The point is that public trust is an important part of the dimensions of the policy network and network-based governance.

Indeed, the paradigm or perspective of post-thought public administration theory contained in Nicholash Henry's book is the first to the fifth paradigm of the politics-administration dichotomy, the principle of public administration, public administration as political science, public administration as administrative science, and public administration as public administration (Akib, 2009; Henry, 2015), has developed with the contemporary perspective of New Paradigms in Public Administration, which includes, among others, Reinventing Government (RG), The New Public Management (NPM), Neo Weberian State/NWS (Byrkjeflot et al., 2018), Neo Governance State (NGS), New Public Services (NPS), Post-Modern Public Administration, and E-Governance, including Neo Public Governance (NPG), as referred to by some experts and writers on the theme of public trust today.

Third, when is the right time to actualize public trust? In the Indonesian context, the right time dimension is long ago when Bung Karno proclaimed the independence of the Indonesian nation (1945), but because Indonesia is currently in the industrial 4.0 era, society 5.0 era, e-governance era, it now feels more and more urgency and significance. Elements of the public and Indonesian society, both at the center and in the regions, currently expect the building of public trust as a logical consequence of providing excellent and sustainable basic services, not because it is based on vested interest and imagery alone, or my term "pseudo-public trust" (false public trust), as allegedly characterizes the behavior of a handful of actors because they only expect public support (votes) in the political transaction process for the election of members of the House of Representatives and regional heads.

Fourth, where is the right locus or place to actualize public trust? The locus for developing and strengthening public trust is in any organization that serves the public interest or in our workplace. According to the expert's view (Calnan & Sanford, 2004; Chanley et al., 2000; Goodsell, 2006; Thomas, 1998) that, many studies involve and identify answers to why, how, and in what way public trust is integrated into the locus of institutions or organizations. certain at the center and regions. In my opinion, theoretically, public trust is still an important and interesting topic of study in the disciplines of public administration (public management, governance network), sociology, and economics (development economics).

Implicitly, Haning et al., (2020) state that the locus of learning public trust is in the field of public administration, citing the view of Goodsell (2006) that public administration is a discipline that has the highest goal of building public trust and has a significant impact on

the success of building democratization in the life of society, nation and state towards a welfare state, or in my term to create a country that is safe and peaceful and blessed by God the Creator of the Universe (“*baldatunthoyyibatunwarabbunghofur*”).

Public trust learning locus of quality and character (ethical, aesthetic, kinesthetic, work ethic) is of course in all public organizations/institutions, private/business organizations, and non-profit organizations, including specifically in religious institutions (Akib, 2011) as well as at each locus of educational institutions or schools or universities, namely in the first school (informal education in the household) as the basis, in the second school (formal education) and the third school (non-formal education in places of worship and the community).

Fifth, who is the public trust actor? The answer is individuals or institutions that act as stakeholders to make changes to the public sector locus. So, public trustees are people or individual citizens and institutions who have competencies or capabilities dedicated to clarifying the vision, mission, and goals or values for the public interest (value for the public) in a structured/systemic, systematic, massive, and sustainable manner. This understanding is strengthened by the views of some experts quoted by the author that individuals and institutions involved in the public service process are based on the application of the principles of good governance.

Sixth, what is the right way or strategy to actualize public trust? The answer is that there are many appropriate ways to choose from in the public trust learning process, ranging from radical ways to subtle and subtle ways. In principle, whatever strategy is applied, it has the same direction and purpose so that change, renewal, or strengthening of public trust can occur in individuals (citizens), groups, organizations, and in society. Some experts agree that there are eight generic strategies (abbreviated as 8-C) that are applied by individuals or institutions to continue to exist, develop and be competitive (Aras et al., 2017), namely culturalization (civilization), communication or socialization, connection (network), coopetition (competition that produces cooperation), compromise, collaboration, critical, and creativity. Why is creativity important because the experts say no innovation is without creativity (Akib, 2005; Ali Taha et al., 2016). This mastery and application of creative-innovative strategies also strengthen the motto or principle of trustee life in the 5.0 society era, namely the principle of "*fastabiqul-khaerat*" and the principle of "*Husnuzan*" (good prejudice) as the basis for building trust.

The right way to instill public trust in the context of public services by Haning et al., (2020) is based on the dimensions of credible commitment, benevolence, honestly, competency, and fairness. Distinguished guests, regardless of the public trust learning strategy chosen, it is clear that we are all in the era of the ASEAN Economic Community (AEC), the era of the industrial revolution 4.0, or the era of society 5.0 or the so-called era of virtual governance. Thus, if it is believed that the development and application of technology today is so advanced, the rhetorical question is what else needs to be updated? Of course, the answer is in our minds.

Through New Public Governance (NPG) in the Society 5.0 era, artificial intelligence (AI) will transform big data in all aspects of organizational life and the Internet of Things into a necessity and new wisdom that can be dedicated to increasing the ability of stakeholders to open space and opportunities for the realization of public trust. This transformative thinking helps stakeholders and all of us to live a more ethical, aesthetic, and meaningful life by “mutual trust”. Thus, it becomes clearer the focus and locus of developing public trust which according to Akib (Akib, 2019) needs to be based and directed at natural intelligence (NI) or spiritual intelligence (Spiritual intelligence/SI) by each actor focused on re-actualization and

appreciation. towards the nature of creation, human centeredness, creativity, innovation, and valuable (dignity) for the public interest, as the message of the Holy Prophet Muhammad that a good human being is beneficial to (or trusted by) fellow human beings, not justifying Signal Makmur (2012) that humans are the most greedy creatures on earth. In other words, public trust in the era of society 5.0 is based on mutual trust between human beings who can synergize artificial intelligence and natural intelligence in the system of providing excellent service.

Based on the discussion, it is understood that the concept of public trust is meaningful as a reference for the implementation of excellent service because it is based on creativity and valuable innovation. To realize these expectations, every citizen, including us as leaders ourselves, group leaders, or leaders in public organizations can apply the knowledge creation empowerment model, or the so-called SECI model (Nonaka & Takeuchi, 1995) by socializing, externalizing, combining, and internalizing public trust in each of us.

CONCLUSION

Public trust is a necessity, as a keyword and key success factor for realizing good, accountable, and acceptable governance. Public trust is seen as a powerful panacea when the central and local governments expect all implemented policies to be successful or excellent. For the essence and value orientation of public trust to be meaningful as a reference for service providers (providers), every citizen, public stakeholder, including us as leaders ourselves, group leaders, or leaders in public organizations, needs to apply a model of empowering knowledge creation through socialization, externalization, combination, and internalization of public trust consistently and continuously.

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