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THE EFFECT OF MANAGERIAL EFFECTIVENESS, WORK ENVIRONMENT, AND TRUST ON THE QUALITY OF WORK OF EXPERT MEMBERS OF THE HOUSE OF REPRESENTATIVES OF THE REPUBLIC OF INDONESIA (DPR RI)

*Nanang Samodra K.A<sup>1</sup>, Dedi Purwana<sup>2</sup>, Rd. Tuty Sariwulan<sup>3</sup>*

<sup>1,2,3</sup> Universitas Negeri Jakarta

Corresponding Author Email: [nsamodra@gmail.com](mailto:nsamodra@gmail.com)

**Nanang Samodra K.A, Dedi Purwana, Rd. Tuty Sariwulan. The Effect of Managerial Effectiveness, Work Environment, And Trust on The Quality of Work of Expert Members of The House of Representatives of The Republic of Indonesia (Dpr Ri) -- PalArch's Journal of Archaeology of Egypt/Egyptology 18(09), 1500-1514. ISSN 1567-214x**

**Keyword: Effectiveness Managerial, Work Environment, Trust, Work Quality**

## ABSTRACT

This study was conducted to determine and analyse the effect of managerial effectiveness, work environment, and trust on the quality of work of the parliament member's expert staff. This research on the quality of work of the parliament member's expert staff uses a quantitative approach and Structural Equation Modelling (SEM). The sample of the research was the parliament member's expert staff as many as 295 respondents from 1,120 population of parliament member's expert staff who served in the parliament building, and members of parliament as many as 148 respondents, each of which was served by two parliament member's expert staff. The empirical testing indicated that managerial effectiveness has a positive direct effect on work quality, the work environment has a positive direct effect on work quality. While trust has a positive direct effect on work quality, and managerial effectiveness has a positive direct effect on trust. In addition, the work environment has a positive direct effect on trust, and managerial effectiveness has a positive direct effect on the work environment. Furthermore, managerial effectiveness has a positive indirect effect on work quality through trust, and the work environment has a positive indirect effect on work quality through trust.

## INTRODUCTION

The House of Representatives of the Republic of Indonesia (DPR RI) is one of Indonesia's most important state institutions, especially in the framework of advancing democracy. The 1998 reform was aimed at establishing a complete democracy to be implemented in the DPR RI. During the New Order era, it was felt that the legislative body did not have the appropriate role. The long road of

reform has sought to restore the role and function of the DPR. After the fall of the New Order, the Indonesian people attempted to reform four main areas: democratization, decentralization, media freedom, and the rule of law. However, these reform efforts still face obstacles that occur continuously without pause, both from the social, economic, political, and legal aspects.

Forming regulations is carried out as a manifestation of the DPR RI as the holder of the power to form laws. This function is the most dominant and influential because, through this function, the DPR can influence all aspects that exist throughout the territory of the Indonesian state people (Sholikin, 2015). However, this function was not running optimally. The DPR RI is considered less productive due to the lack of bills originating from the DPR's initiative. In fact, the DPR is required to maximize this function within the framework of the welfare of all Indonesian people (Sholikin, 2015). Most members of the DPR do not have formal skills in dealing with the media, nor do they have the skills to write speeches, while DPR members must be very active in public in various policy-making areas so that support for these needs can be met with the presence of Experts to handle these matters.

Work quality is influenced by managerial effectiveness. M. Srivastava and Sinha (2007) identified a relationship between managerial effectiveness and work quality. The result is that there is a significant positive effect of managerial effectiveness on work quality. Trust between DPR members and experts from DPR members is high, has the opportunity to be misused. This is in line with McShane and Von Glinow (2010), who view that high trust occurs when other people put us in risky situations. Pranitasari (2019), in her research, shows that managerial effectiveness has a positive effect on the work environment.

From the various problems above, it can be formulated the problem of the low quality of work of experts in the DPR as follows; first, the quality of the work of experts from DPR members is not optimal. Second, there is a lack of strengthening of managerial effectiveness factors. Third, the quality of work and work environment is low. Fourth, the recruitment process for experts for DPR members is less stringent, and fifth, DPR members are considered less confident. In connection with the background, situation, and conditions and the different results of the studies above, it can be synthesized that the causes of problems in the quality of work of DPR members' experts are managerial effectiveness, work environment, and trust.

This research is limited to efforts to reveal managerial effectiveness, work environment, and trust in work quality. In this study, managerial effectiveness (X), work environment (Z1), and trust (Z2) as intermediate variables, while work quality as endogenous variable (Y). As for the limitations of researchers, such as time, the unit of analysis for this research is the members of the DPR, the Head of the Secretariat of the DPR Fractions, and members of the DPR.

The motivation in this research is the author's desire to improve and develop the quality-of-service work, managerial effectiveness, work environment, and the trust of experts. Apart from that, it is also used as input for DPR RI institutions in planning, implementing, placing, and conducting the work environment as

well as evaluating all DPR RI Experts so that they can improve and enhance and increase the productivity of DPR RI experts according to the predetermined strategic plan.

## **LITERATURE REVIEW**

### ***Quality Of Service Work***

Quality of work refers to the extent to which individuals experience work as a job that is generally meaningful, valuable, and responsible with a high level of experience. Quality of work also refers to how an individual feels personally responsible and accountable for the results of the work he does. Quality of work is essential for employees and organizations. In human service organizations, the quality of work is closely related to direct contact with clients or patients, which is even referred to as the "core of work." Organizations need to evaluate work quality concerning service quality, which in turn impacts the health and well-being of workers (Geisler, Berthelsen, & Muhonen, 2019).

Dahl, Nesheim, and Olsen (2009) examines aspects of work quality into several aspects, namely: (1) Skills; (2) work effort; (3) Commitment to the implementation of work tasks and participation in carrying out organizational decisions; (4) Wages; (5) Worker risk and job insecurity; and (6) job satisfaction and welfare. Mousaid et al. (2017) explained that work quality includes four dimensions of work characteristics, namely working conditions, work relationships, and workload. Thus, the operational definition of work quality is the achievement of expert members of the DPR through four indicators: activeness, skills, working time, and awards.

### ***Managerial Effectiveness***

Managerial effectiveness is closely related to output, and it depends on output concerning one's position in the organization (S. Srivastava, 2011). Effective managers succeed in helping others achieve high performance and satisfaction in their jobs. Successful managers help subordinates do work that produces high performance and feel satisfied with their work (Uhl-Bien, Piccolo, & Schermerhorn Jr, 2011). Effectiveness is often described as the act of doing the right thing, i.e., doing work activities that will impact achieving goals. Organizational effectiveness is a series of individual activities that are properly organized to achieve their goals, such as productivity, efficiency or sincerity at work, and individual awareness to excel at work (S. P. Robbins & Coulter, 2007).

Managerial effectiveness is also related to the success of work and accuracy in carrying out managerial functions with several indicators, namely: (1) Success in achieving goals, (2) Accuracy in utilizing HR, (3) Effectiveness of coordination, and (4) Accuracy in supervising (Khoiri, 2019). Similarly, Madan and Srivastava (2017) and Lekchiri, Eversole, Hamlin, and Crowder (2018) suggest the need for efficiency to build a competitive advantage. With efficiency, it will make it easier for managers to supervise their subordinates. Based on the description and conceptual description above, it can be synthesized

that managerial effectiveness is a way that a person does through his abilities and strategies in empowering his subordinates to achieve organizational goals that have been determined through three indicators, namely: managing and leading, precise in supervising, and achievement of results.

### *Work Environment*

Nitisemito in Al-Omari and Okasheh (2017) states that the work environment is an external and internal condition that can affect morale and result in work being completed instantly. According to Terry (2006), the work environment is the force that influences, either directly or indirectly, the performance of an organization or company. According to Mardiana (2005), "The work environment is an environment where employees do their daily work." A conducive work environment provides a sense of security and enables employees to perform optimally.

Schuster (2000) argues that the intended work environment includes: work atmosphere, work regulations, other conditions that can cause disengagement at work, integrity, togetherness, openness, and friendliness. It is also different from Sudja and Yuesti (2017) opinion that the factors that affect the work environment consist of lighting, air freshness, strong winds, noise, decoration colours, security, and music.

Based on the description and conceptual description above, it can be synthesized that the work environment is everything that is around the workers that can affect the quality of their work in carrying out the tasks that are their responsibility through three indicators, namely: work facilities, salaries and benefits, and working relationships.

### *Trust*

Other parties can obtain the trust of a person or group by looking at the credibility of the person concerned, track record, recommendations, and abilities displayed before. S. Robbins and Judge (2013) stated that there are two elements of trust associated with the definition of trust, namely risk and the familiarity that grows with one another. Colquitt, Lepine, and Wesson (2015) define trust as: "trust is defined as the willingness to be vulnerable to an authority based on positive expectations about the authority's actions and intentions."

The management experts have identified five dimensions that form trust, integrity, competence, consistency, loyalty, and openness. George and Jones (2008) explained that trust is the willingness of a person or group to have faith or confidence in the goodwill of others, even though this puts them at risk (because others may act in deceptive ways). Trust is also vital to improving good relations within the workgroup and in the team so that the process of achieving goals can be achieved. Kinicki and Fugate (2016) states that trust is reciprocity that arises because of the belief of someone who will consider how his wishes will affect his behaviour. Building trust that leads to a reliable

attitude can be built through communication, support, respect, fairness, predictability, and competence.

Lines, Selart, Espedal, and Johansen (2005) added that trust is a historical process based on experience, which is relevant and limited. Several key dimensions underlie the concept of trust: 1) integrity, which refers to honesty, kindness, truth; 2) competent, technical and interpersonal knowledge and expertise; 3) consistency, related to the ability to handle situations reliably, predictably, and with the right reasons; and 4) loyalty, is a desire to protect and save the name of others (S. P. Robbins, 2001)

Based on the various descriptions of the conceptual description above, it can be synthesized that trust is the desire and belief of workers to depend on their managers who have higher knowledge and abilities, to achieve common goals that have been set through five indicators, namely; comply with regulations, have integrity, have competence, consistency, and be reliable.

### ***Hypothesis Development***

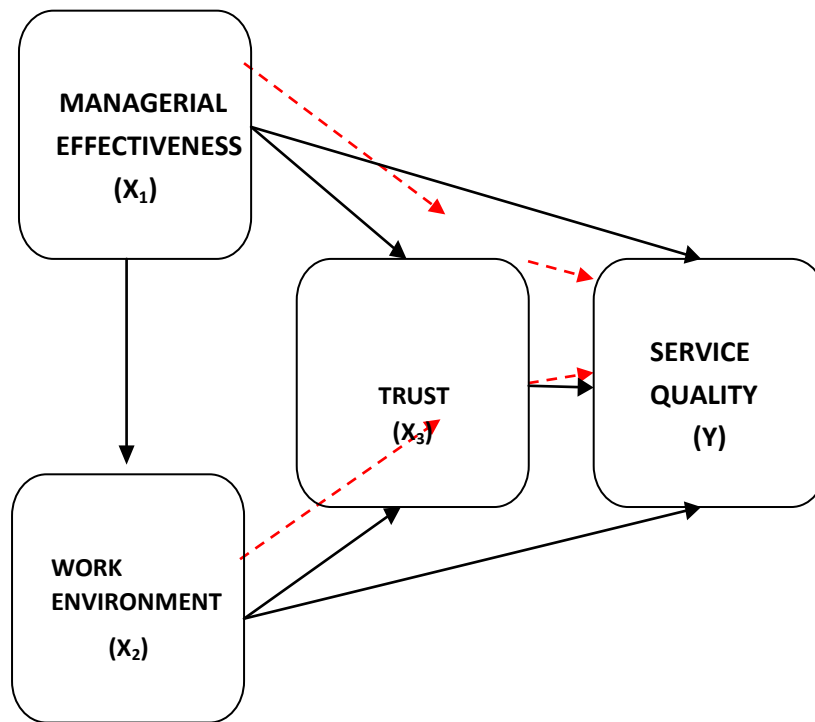
Based on the conceptual description and theoretical framework above, the researcher proposes a research hypothesis as a temporary answer to the problems of this research, as follows:

1. There is a direct positive influence of managerial effectiveness on the quality of work of experts in DPR members.
2. There is a direct positive effect of the work environment on the quality of work of experts in DPR members.
3. There is a direct positive effect of trust on the quality of work of experts in DPR members.
4. There is a direct positive influence of managerial effectiveness on the trust of experts in DPR members.
5. There is a direct positive effect of the work environment on the experts' confidence in the DPR.
6. There is a direct positive influence of managerial effectiveness on the working environment of experts in DPR members.
7. There is a positive indirect effect of managerial effectiveness on the quality of work through the trust of experts in DPR members.
8. There is a positive indirect influence of the work environment on the quality of work through the trust of experts from DPR members.

Then the research hypothesis is described through a hypothetical model as follows:

### **METHODOLOGY**

The analysis approach of this research uses the Structural Equation Model (SEM)-LISREL method. The variables of this research are Managerial Effectiveness (X), Work Environment (Z1), Trust (Z2), and Work Quality (Y). The sample of this study was 295 of the total population of 1,120 members whose positions were attached to members of the DPR at the DPR/MPR Building Jl. General Gatot Subroto Jakarta. The Slovin formula is used with a margin of error (e) = 5% in determining the number of samples.



**Figure 1.** Research Hypothesis Proposal

## RESULT AND DISCUSSION

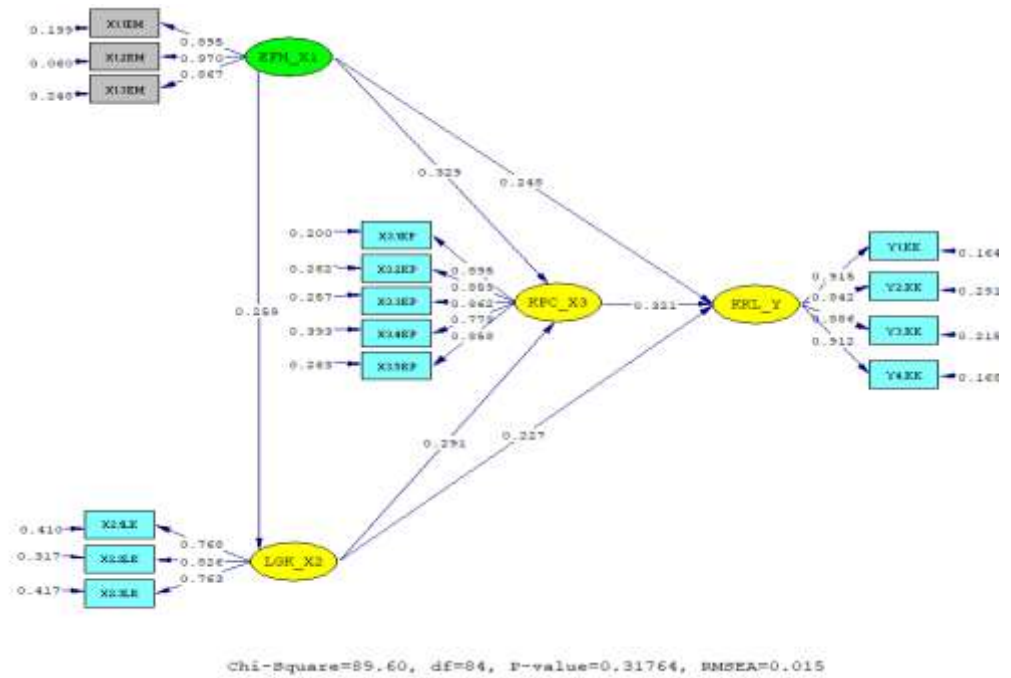
### *Research Result*

The calculation of the path coefficient in the SEM Model is carried out by continuing the results of the correlation coefficient calculation on each path based on the structural equation in the research construction model. The correlation coefficient value for each path can be seen in the following table:

**Table 1** Coefficient of Correlation between Latent Variables

	<b>KKL.Y</b>	<b>KPR.X3</b>	<b>LKR.X2</b>	<b>EMF.X1</b>
<b>KKL.Y</b>	1.000			
<b>KPR.X3</b>	0.505	1.000		
<b>LKR.X2</b>	0.480	0.422	1.000	
<b>EMF.X1</b>	0.524	0.434	0.341	1.000

The full model SEM calculations were carried out using Lisrel 8.80 software. The results of the calculation of the path coefficient value in the SEM model can be seen in the following figure:



2. Path Coefficient (Standardized Solution) SEM Model

The results of the calculation of the t-value in the SEM Model can be seen in the following Figure:

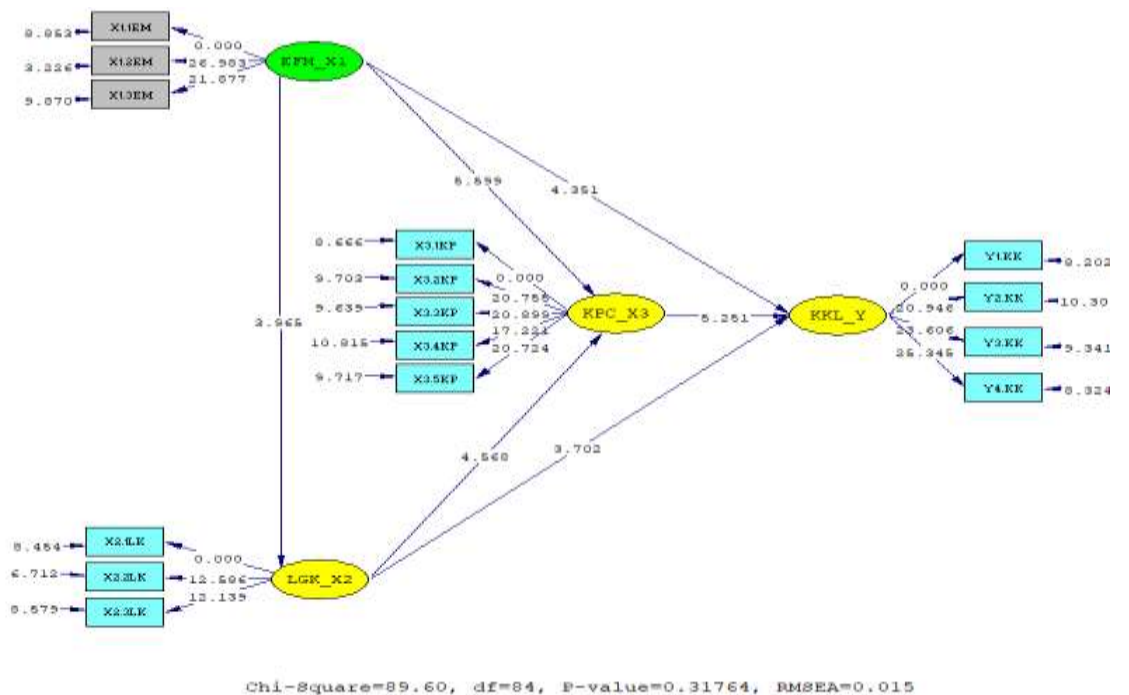


Figure 3. T-value (T-Value) of SEM Model

Based on the image of the final SEM model above, the value of the direct influence path coefficient and C.R. (t-value) are shown in the table below.

**Table 2** Path Coefficients and t-count

			<b>Path Coefficient</b>	<b>t-value</b>	<b>Result</b>
Managerial Effectiveness (X1)	→	Work Service Quality (Y)	0,248	4,351	Significant
Environment Work (X2)	→	Work Service Quality (Y)	0,227	3,702	Significant
Trust (X3)	→	Work Service Quality (Y)	0,321	5,251	Significant
Managerial Effectiveness (X1)	→	Trust (X3)	0,329	5,599	Significant
Environment Work (X2)	→	Trust X3	0,291	4,568	Significant
Managerial Effectiveness (X1)	→	Environment Work (X2)	0,259	3,965	Significant

Based on the output of the Research Model above, all observed variables or indicator variables have a significant loading factor value in measuring or forming latent variables because the loading factor value is  $\geq 0.5$  and the path coefficient value of the direct effect of exogenous variables on endogenous variables is statistically significant because the value of  $t\text{-count} > 1,96$ .

In SEM, the test is carried out using several measures of conformity (Goodness of Fit Test-GOF). The model fit test or Goodness of fit aims to measure the suitability of the research data with the research model, in other words, to measure the suitability of the actual or observational input (covariance/correlation matrix) with the prediction of the proposed Model. Fit test Model fit full Model SEM can be seen in the following table:

**Table 3** Model Fit Test for full SEM Model

<b><i>Absolut Fit Measure</i></b>			
<i>Goodness-of-Fit</i>	<i>Cut-off Value</i>	Hasil	<i>Kecocokan</i>
p-value (Sig.)	$> 0,05$	0.318	<i>Good fit</i>
GFI( <i>Goodness of Fit</i> )	$\geq 0,90$	0.961	<i>Good fit</i>
RMSEA( <i>Root Mean square Error of Approximation</i> )	$\leq 0,08$	0,0151	<i>Good fit</i>
RMR( <i>Root Mean Square Residual</i> )	$\leq 0,05$	0.0144	<i>Good fit</i>
<b><i>Incremental Fit Measure</i></b>			
<i>Goodness-of-Fit</i>	<i>Cut-off Value</i>	Hasil	<i>Kecocokan</i>
AGFI( <i>Adjusted Goodness of Fit Index</i> )	$\geq 0,90$	0.944	<i>Good fit</i>
CFI ( <i>Comparative Fit Index</i> )	$\geq 0,90$	0.999	<i>Good fit</i>



Incremental Fit Index (IFI)	$\geq 0,90$	0.999	<i>Good fit</i>
Relative Fit Index (RFI)	$\geq 0,95$	0.981	<i>Good fit</i>
<b><i>Parsimonious Fit Measure</i></b>			
PNFI (Parsimonious Normed Fit Index)	Harus kecil	0.778	<i>Marginal fit</i>
PGFI (Parsimonious Goodness Of Fit Index)	Mendekati 1	0.673	<i>Marginal fit</i>
AIC (Akaike Information Criterion)	$<240.000$	161.604	<i>Good fit</i>
CAIC (Consistent Akaike Information Criterion)	$<802.437$	330.335	<i>Good fit</i>

Based on the output of the Fit Test Model Fitment Test for the full SEM model, most of the criteria for the fit model are in the good fit category. Meanwhile, Latan (2012) states that 4-5 Goodness of Fit criteria are considered sufficient to assess the feasibility of a model, provided that each of the Goodness of Fit criteria, namely Absolute Fit Indices, Incremental Fit Indices, and Parsimony Indices are represented. Thus, it can be concluded that the Goodness of Fit Model test, the full SEM model, can be accepted. In other words, there is no significant difference between the covariance matrix of the observed variable data (indicator) and the covariance matrix of the specified model.

The Sobel test is used to test whether the indirect effect is significant or not. The calculation of the single test is as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.369	Sobel test: 3.81116996	0.03379041	0.00013831
b	0.349	Aroian test: 3.7789486	0.03407853	0.00015749
s <sub>a</sub>	0.066	Goodman test: 3.84422985	0.03349982	0.00012093
s <sub>b</sub>	0.067	Reset all	Calculate	

**Figure 4.** The calculation of the Sobel Test the indirect effect of X on Y through Z2

Based on the picture above, it can be seen that the path coefficient (mediation) of the indirect effect of Managerial Effectiveness on Work Quality through Trust is 0.106 with a z-value (Sobel test) of (3.811). As the Z-value (3.811) is greater than 1.96, it can be concluded that the indirect effect of Effectiveness Managerial (X) on Work Quality (Y) through Trust (Z2) is positive and significant.

Input:		Test statistic:	Std. Error:	p-value:
a	0.363	Sobel test: 3.42142792	0.03702752	0.00062293
b	0.349	Aroian test: 3.38613423	0.03741346	0.00070885
s <sub>a</sub>	0.080	Goodman test: 3.45784871	0.03663752	0.00054451
s <sub>b</sub>	0.067	Reset all	Calculate	

**Figure 5.** Calculation of Sobel test indirect effect of Z1 on Y through Z2

Based on the picture above, it can be seen that The path coefficient (mediation) of the indirect effect of the work environment on work quality through trust is 0.093 with a z-value (Sobel test) of (3.421) Because the Z-value (3.421) is greater than 1.96, it can be concluded that the indirect effect of the environment Work (Z1) on Work Quality (Y) through Trust (Z2) is positive and significant. The summary of the results of hypothesis testing can be seen in the following table:

**Table 4.** Summary of hypothesis testing results

<b>Direct Effect</b>	<b>Path Coefficient</b>	<b>T<sub>calculation</sub></b>	<b>t<sub>tabel</sub></b>	<b>Result</b>
X → Y	0,248	4,351	1,96	Significant
Z1 → Y	0,227	3,702	1,96	Significant
Z2 → Y	0,321	5,251	1,96	Significant
X → Z2	0,329	5,599	1,96	Significant
Z1 → Z2	0,291	4,568	1,96	Significant
X → Z1	0,259	3,965	1,96	Significant
<b>Indirect Effect</b>	<b>Path Coefficient</b>	<b>Z<sub>calculation</sub></b>	<b>Z<sub>tabel</sub></b>	<b>Result</b>
X → Z2 → Y	0,106	3,811	1,96	Significant
Z1 → Z2 → Y	0,093	3,421	1,96	Significant

## DISCUSSION

### *The Effect of Managerial Effectiveness on The Quality-of-Service Work.*

This study proves that managerial effectiveness has a positive and significant direct effect on the quality-of-service work. This shows that managerial effectiveness is significant and vital for improving the quality-of-service work. This empirical fact is inseparable from the practical reality that every organization needs managerial effectiveness, which significantly affects the quality-of-service work. This is in line with research conducted by Setiawan, Hasibuan, and Setiawan (2019), which shows that interpersonal relationships and work effectiveness have an effect positive and significant impact on the quality of public services. Managerial effectiveness reflects a person's capabilities in 1) accuracy of planning, 2) accuracy of managing, 3) accuracy in directing, and 4) the accuracy of the work environment. Then the research conducted by Kultsum (2017) shows that managerial effectiveness has a positive and significant direct effect on the quality of service work.

### *The Effect of Work Environment on The Quality-of-Service Work*

This study proves that the work environment has a positive and significant direct effect on the quality-of-service work. This shows that the work environment is vital for improving the quality-of-service work. Several previous studies support the research results. In research conducted by Rahmawanti, Swasto, and Prasetya (2014), they showed that the work environment has a direct, positive, and significant impact on the quality of service work, Josephine and Harjanti (2017), in their research conducted on employees at PT. Trio Corporate Plastic

(Tricopla) shows a positive and significant direct effect of the work environment on the quality of service work for employees in the production department.

### ***The Effect of Trust on The Quality-of-Service Work***

This study proves that trust has a positive and significant direct effect on the quality-of-service work. This shows that trust is vital for improving the quality-of-service work. Several previous studies support the research results. Hardiyono, Hamid, and Yusuf (2017) showed that community satisfaction can strengthen the influence of public service quality on public trust. Cho and Hu (2009) found that the relative strength of several pathways in the model differed among different age groups, indicating some generational variability in the relationship between service quality, trust, and commitment.

### ***The Effect of Managerial Effectiveness on Trust***

This study proves that managerial effectiveness has a positive and significant direct effect on trust. This shows that managerial effectiveness is vital for improving trust. The research results are supported by several previous studies, including Rasmuji and Putranti (2017) on the influence of managerial effectiveness and the work environment on trust. The result shows that managerial effectiveness and work environment have a direct, positive, and significant effect on employee trust, in line with the research conducted by Manurung, Hidayat, Patras, and Fatmasari (2018) at the Health Polytechnic of the Ministry of Health of DKI Jakarta III to obtain information about the effect of managerial effectiveness on trust and work effectiveness of lecturers. The results show a direct positive effect of managerial effectiveness on trust and the effectiveness of lecturers' work.

### ***The Effect of Work Environment on Trust.***

This study proves that the work environment has a positive and significant direct effect on trust. This shows that the work environment is vital for improving trust. Several previous studies support the research results. In their research, Krot and Lewicka (2012) related to the work environment on vertical trust between managers and employees, vertical trust between employees and managers, and the roles that different dimensions of trust have in different types of trust. The study results show that the work environment has a direct, positive, and significant effect on vertical trust between managers and employees at Gaia, a Polish underwear company. Alterman, Tsai, Ju, and Kelly (2019) examined the relationship between work environment and trust with seven risk factors for cardiovascular disease (CVD). This study found that the work environment has a direct, positive, and significant effect on trust.

### ***The Effect of Managerial Effectiveness on The Work Environment.***

This study proves that managerial effectiveness has a positive and significant direct effect on the work environment. This shows that managerial effectiveness is vital for improving the work environment. Several previous studies support the research results, including research from Pawirosumarto, Sarjana, and

Gunawan (2017), which examines managerial effectiveness in the work environment. The findings show that managerial effectiveness has a direct, positive, and significant effect on the work environment on employee performance. Originality/value - As the findings show, managerial effectiveness in the hospitality industry, in this case, general manager (gm), is critical. Without a quality GM, job satisfaction and organizational culture will not be achieved. Then, the research conducted by Raziq and Maulabakhsh (2015) showed a positive relationship between work environment and employee job satisfaction. This study concludes with some brief prospects that businesses need to recognize the importance of a good work environment to maximize job satisfaction levels.

### ***The Effect Of Managerial Effectiveness On The Quality Of Service Work Through Trust.***

This study proves that managerial effectiveness has a positive and significant indirect effect on the quality-of-service work through trust. This shows that trust can mediate the effect of managerial effectiveness and quality of service work. Several previous studies support the research results. Putri, Wahab, Shihab, and Hanafi (2018) analyzed how managerial effectiveness indirectly affects the quality-of-service work through customer trust. Go-Jek (Go-Ride) users in Palembang were taken as respondents. This study indicates that managerial effectiveness has an indirect effect on the quality-of-service work through customer trust. It can be seen in Putra, Hudayah, and Achmad (2020) in their research involving consumers of PT Samator Gas Industri Samarinda Seberang. The results showed that customer value has a significant positive effect on customer satisfaction, customer trust has a significant positive effect on customer satisfaction, and customer value has a significant positive effect on loyalty. In addition, customer trust has a significant positive effect on loyalty. Customer satisfaction has a significant positive effect on loyalty, has a significant positive effect on loyalty to PT Samator Gas Samarinda Industry Opposite.

### ***The Effect of Work Environment on Work Quality Through Trust***

This study proves that the indirect effect of the work environment on work quality through trust is positive and significant. This means that if the quality of work is managed and organized better than before through trust (as a mediation), such as trust in expert workers who have integrity, skills, and consistency, the quality of work will increase positively and significantly. This is also supported by the journal researched by Djukic, Kovner, Brewer, Fatehi, and Cline (2013), showing that the work environment positively influences the quality-of-service work. This research is in line with research conducted by Rugulies et al. (2007), which shows that the work environment has a positive influence on work quality. Research related to the influence of the work environment on trust conducted by Alterman et al. (2019) and Koskinen and Pihlanto (2007) showed the same result that the work environment had a positive effect on trust.

## CONCLUSION

The conclusions of this study are as follows: 1) Managerial effectiveness has a direct effect on the quality of service work; 2) The work environment has a direct effect on the quality of service work; 3) Trust has a direct effect on the quality of service work; 4) Managerial effectiveness has a direct effect on trust; 5) The work environment has a direct effect on trust; 6) Managerial effectiveness has a direct effect on the work environment; 7) Managerial effectiveness has an indirect effect on the quality of service work through trust; 8) Work environment has an indirect effect of the work environment on the quality of work through trust.

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