

A Review of Work Effectiveness and Efficiency, Service Quality and Organisational Performance Literature: A Mini-Review Approach

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Abstract

The rapid development and progress in industry and information technology in the industrial era 4.0, where everything is digital based, has led to significant changes in various aspects and fields of human life. This condition encourages organisations to follow and develop in line with these developments and advancements. The organisation's operations are becoming increasingly complex, so that information and software must always be updated. It will encourage paradigm shifts within the organisation, especially in increasing its effectiveness and efficiency to impact service performance. An organisation's success in carrying out an increasingly complex organisational operation will be largely determined by various factors, both external and internal factors. Organisational external factors include the economic situation, government policies, and technological developments. Besides that, internal organisational factors are factors that are entirely within the organisation. This paper seeks to understand the literature on service improvement strategies through the effectiveness and efficiency of organisational performance collected from various related sources. This research is designed using a qualitative approach through literature study. A review of service improvement strategies is carried out by reading and analysing 25 journal article review papers and summarised in two tables, namely journal articles and publisher distribution and article categories based on their subject. The findings of this study are that an effective and efficient organisational performance will impact an organisation's service performance. Improving the service performance of an organisation has several obstacles in its application, such as not all organisations can upgrade the knowledge of their organisational members. In carrying out organisational activities, some organisations still use traditional systems. These systems are not yet based on and integrated with IT systems, so system performance is slow and ineffective and efficient. In conclusion, this study found that the role of organisational policies in updating information system software is crucial in improving organisational operations in all business sectors (industrial and non-industrial) to enhance organisational service performance.

Keywords

Work effectiveness and efficiency, service quality and organisational performance, mini-review approach

1. Introduction

The rapid technology development forces people or organisations to move quickly in responding to any existing problems. An organisation is a group of two or more people in the same place and has the same goal to achieve the same interests. Superfast times like today require a leaner organisational structure and policies to move effectively and efficiently and impact overall organisational performance, which affects the quality of the organisation's service. For improving organisational performance that has an impact on service quality, and organisational strategy is needed. According to Husein (2001), the strategy is an incremental and continuous action and is carried out based on what customers expect in the future. The strategy almost always starts with what can happen and not what happens. The pace of new market innovation and changing consumer patterns requires core competencies. Companies need to look for core competencies in the business they are doing. The strategy is setting long-term goals and objectives of a company and direction of action and allocating resources needed to achieve goals and objectives (Ilinitch et al., 1996). Strategy can also be defined as a unified, broad and integrated plan that links the strategic advantage of the company with environmental challenges, which is designed to ensure that the main objectives of the company can be achieved through proper implementation by the organisation (Jauch and Glueck, 1989)

The organisational performance strategy is closely related to the service quality of the organisation. According to Fandy et al. (2011), the concept of quality is considered a measure of the perfection of a product or service, consisting of design quality and conformance quality. The design quality is a specific function of a product or service; conformity quality is a measure of how much the level of conformity between a product or service and the requirements or quality specifications that have been previously set. Meanwhile, according to Vargo & Lusch (Tjiptono Fandy, Gregorius Chandra., 2011), service quality means that service is a process of interaction in doing something to someone. Several factors improve service quality that needs to be considered, such as service quality, managing customer expectations, managing service quality evidence, educating consumers about service, fostering a quality culture, creating automating quality, following up on services, and developing service quality information systems.

Improved service quality that impacts overall organisational performance is also influenced by internal and external factors of the organisation. Internal factors are closely related to implementing systems in organisations based on effective and efficient operational systems. The organisation is effective and efficient if the goals and objectives determined by the organisation are achieved. Effective is doing the right job while efficiently doing the job right (Drucker, 2002). Effective is achieving various targets determined on time by using certain resources allocated to carry out certain activities. Efficient or usability is the process of saving 7M + 1I (man, money, material, machines, methods, marketing, minutes + information) by doing the job correctly, while effective (use result) is the level of success in achieving goals by doing right work (Husman, 2011). The problems faced by organisations today are found in information systems where conditions or situations that deviate from organisational goals cause a decrease in overall performance (Abd-Elrahman et al., 2020). As a result of a decrease in performance, it impacts decreasing the quality of services and information systems that are ineffective and inefficient and impact the overall performance of the organisation (Arcand et al., 2017). For this reason, it is necessary to identify these problems by analysing organisational performance, economy and service effectiveness and efficiency.

2. Methods

The mini-review on work effectiveness and efficiency, service quality and organisational performance were conducted by reading through and analysing 25 peer-reviewed journal articles. These articles are summarised in the tables below. The first table presents the journal article's information regarding the title, authors, publishers, and publication year. The second table represents the contents of the journal articles, including the study's objectives, the findings, and the recommendations.

Table 1. Journal and Publisher Distribution

No	Article Name	Author(s)	Journal	Publisher	Year
1	Organisational effectiveness indicators to support service quality	G. Ronald Gilbert Ali M. Parhizgar	Managing Service Quality: An International Journal	MCB University Press	2000
2	Service quality in blood donation: satisfaction, trust and loyalty.	Melián-Alzola, L., & Martín-Santana, J. D	Service Business	Springer	2019

3	Presenting A Model of the Social Factors Effective in the Service Quality of the Municipalities of Mazandaran	Hamed Enshaei Hamdollah Manzari Tavakoli, Sanjar Salajegheh, Masoud Pourkiani, Hojat Babae	The agricultural marketing and commercialisation Journal (AMC)	Winter & Spring	2020
4	Empirical Study On Organizational Performance: The moderating Effect Of Organizational Culture	Muhammad Heno Rifdas Hafizh, Khoirul Aswar	Journal of Economics, Finance and Accounting – JEFA	Press academia.	2020
5	Impact Of Customer Relationship Management On Food And Beverage Services Quality: The Mediating Role Of Employees Satisfaction	Ahmed Ghazi Mahafzah, Nader Mohammad Aljawarneh, Khaled Abdel Kader Alomari, Shadi Altahat, Ziyad Saleh Alomari.	Humanities & Social Sciences Reviews	www.hssr.in	2020
6	Efficiency and Effectiveness of Management Information Systems for Builders' Hardware.	Patt, L. A., De Leon, M. M., Bell, D., Sosa, J., & Bernardez, K	Journal of MIS@ UB,	MIS@ UB,	2020
7	A Study on the Effect of Airline Staffs Contradictory Attitude between Aviation Safety and Aviation Security to Organizational Effectiveness.	Chang-Woo Kim, Kee- Woong Kim, Sung-Sik Park	Journal of the Korea Society for Aviation and Aeronautics	KSAA	2020
8	Exploring different airport users' service quality satisfaction between service providers and air travellers.	Seock-Jin Honga,Dongho Choi, Junjae Chae.	Journal of Retailing and Consumer Services,	www.elsevier.com	2020
9	An Effect of Empowerment Organizational Structure and Job Design Employee Effectiveness Work in	Feby Milanic,Ayu Kurnia Sari, Hendra Saputra	International Journal of Management (IJM)	IAEME Publication/Scopus Indexed	2020
10	Non Profit Organizational Effectiveness: The Effects of Financial and Social Performance on its Scale and Scope of Operations, and Social Impact	Isra Khan,Danish Ahmed Siddiqui	SSRN	Coronavirus	2020
11	The Impact of Chain Organisation Size on Efficiency and Quality of Affiliated Facilities Implications for Multi-Unit Organisational Forms	David Dreyfus, Anand Nair , Srinivas Talluri	Production and Operations Management.	Production and Operations Management Society	2020
12	Service quality, visitor satisfaction and future behavior in the museum sector	Daskalaki, Vasiliki V.; Voutsas, Maria C.; Boutsouki, Christina; Hatzithomas,Leonidas.	Journal of Tourism, Heritage & Services Marketing,	University, Thessaloniki	2020
13	Do personal characteristics and cultural values that promote innovation, quality,	Miron, E., Erez, M., & Naveh, E	Journal of Organizational Behaviour	Published online in Wiley InterScience	2004

	and efficiency compete or complement each other?				
14	The relationship between operating efficiency and service quality: are they compatible?	Talluri, S., Kim, M. K., & Schoenherr, T.	International Journal of Production Research,	Taylor & Francis	2013
15	Throughput efficiency and service quality after process redesign at a cancer day care unit: Two sides of the coin?	De Pourcq, K., Gemmel, P., Trybou, J., & Kruse, V	European Journal of Cancer Care,	John Wiley & Sons Ltd	2018
16	The Relationship between the Efficiency, Service Quality and Customer Satisfaction for State-Owned Commercial Banks in China.	Chang, M., Jang, H.-B., Li, Y.-M., & Kim, D	Sustainability,	MDPI	2017
17	Medical Service Quality, Efficiency and Cost Control Effectiveness of Upgraded Case Payment in Rural China: A Retrospective Study.	(Ruibo He , Ting Ye, JingWang, Yan Zhang, Zhong Li , Yadong Niu and Liang Zhang	Medical Service Quality, Efficiency and Cost Control Effectiveness of Upgraded Case Payment in Rural China: A Retrospective Study.	International Journal of Environmental Research and Public Health	2018
18	Impact of System Quality, Information Quality and Service Quality on the efficiency of information system	Khaoula Benmoussa, Majida Laaziri, Samira Khouli, Mohamed Larbi Kerkeb, Abir El Yamami	Association for Computing Machinery.	ACM	2018
19	System modelling of demand responsive transportation services: Evaluating cost efficiency of service and coordinated taxi usage.	Rahimi, M., Amirgholy, M., & Gonzales, E. J., 2018	Transportation Research Part E: Logistics and Transportation Review.	Elsevier	2018
20	Automation and management control in dynamic environments: Managing organisational flexibility and energy efficiency in service sectors.	Brown, P., Ly, T., Pham, H., & Sivabalan, P	The British Accounting Review,	Elsevier	2019
21	Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future.	Meesala, A., & Paul, J	Journal of Retailing and Consumer Services,	Elsevier	2018
22	Relational capital, service quality and organisational performance in the Egyptian telecommunication sector.	Abd-Elrahman, A.-E. H., & Ahmed Kamal, J. M	International Journal of Emerging Markets, ahead-of-print (ahead-of-print).	Emerald Publishing Limited	2020

23	Impact of service quality on customer satisfaction in Malaysia airlines: A PLS-SEM approach.	Farooq, M. S., Salam, M., Fayolle, A., Jaafar, N., & Ayupp, K	Journal of Air Transport Management,	Elsevier.	2018
24	The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB	Chiniara, M., & Bentein, K	The Leadership Quarterly,	Elsevier	2018
25	Mobile banking service quality and customer relationships.	Arcand, M., PromTep, S., Brun, I., & Rajaobelina, L.	International Journal of Bank Marketing,	Emerald is a global publisher	2017

Table 1 summarises the article name, author (s), journal, publisher, and year collected from various sources.

Table 2. Articles Category Based on the Subject

No	Article Name	Objectives	Findings	Recommendations
1	Organisational effectiveness indicators to support service quality.	To introduce nine scientifically developed measures of internal structures and processes that are associated with service quality. These measures are applicable to organisations in a variety of industries in both the public and private sectors and can serve to benchmark "best in class" practices	When organisations provide supportive structures and processes for their front line employees, these employees are better able to provide top quality products and services to their external customer	Future research can include the expansion of the database to foster comparisons among and within industries, and further review the strength of the internal validity of the Measures employed.
2	Service quality in blood donation: satisfaction, trust and loyalty	To propose and validate a service quality scale for the blood donation process. It also analyses the impact that service quality has on donor satisfaction with the donation process, the trust inspired by the blood transfusion centre and donor loyalty in terms of repetition and recommendation	The results revealed how important the quality of the donation process is in achieving donor satisfaction and reinforcing donor trust and loyalty	
3	Presenting A Model of the Social Factors Effective in the Service Quality of the Municipalities of Mazandaran	To provide a model of social factors affecting the quality of services in the municipalities of Mazandaran.	According to the results, the managers of municipalities in Mazandaran are recommended to pay attention to employee behavior, employee competence and skills, innovation in service delivery, organisational coordination and accountability, organisational trust, organisational	Further studies can increase the population and the sample is not limited to the object of this study

			performance, social responsibility, employee work values to enhance service quality	
4	Empirical Study On Organizational Performance: The moderating Effect Of Organizational Culture	To discover the impacts of service quality, information quality, and data quality, system quality of public sector organisation and organisational culture performances as a moderating variable.	The results of this study indicate that there is a significant positive impact on organisational performance which has been presented by service quality.	Further studies could be conducted to include other variables such as employee motivation, employee performance, self-efficacy, in Indonesian local government
5	Impact Of Customer Relationship Management On Food And Beverage Services Quality: The Mediating Role Of Employees Satisfaction	To investigate the mediating role of employee satisfaction in the relationship between customer relationship management and food and beverage services quality in the 5-stars hotels in Jordan	The most important findings were as follows: There is a significant impact of employee satisfaction on the relationship between customer relationship management and food and beverage services quality.	
6	Efficiency and Effectiveness of Management Information Systems for Builders' Hardware.	To study the concern of measuring the reliability and efficiency of Sage DacEasy at Builder's Hardware. The Success Model was used based on Delone and McLean updated Information System success model.	The results demonstrate that there is room for improvement probably with most of all training of employees.	Further research suggested to identify why some users disagree and agree with the prompt support in terms of service quality
7	A Study on the Effect of Airline Staff's Contradictory Attitude between Aviation Safety and Aviation Security to Organizational Effectiveness.	To study the effect of airline staff's perception on both aviation safety and aviation security to their organisational effectiveness. Airline staff's perception on aviation safety is different from that on aviation security due to organisational difference in an airline	According to the analysis, it was found the perception of aviation safety has a significant positive effect on organisational effectiveness. Airline staff believed the safety is a core value of an airline and emphasising the safety never impeded the airline's operation including service quality.	
8	Exploring different airport users' service quality satisfaction between service providers and air travellers. Journal of Retailing and Consumer Services.	To investigate appropriate attributes physical environment, outcome, and interactional quality to measure users' satisfaction that influences airport users' satisfaction level.	The findings indicate that different perceptions exist between airport service providers and air travelers. Air travelers are more concerned with interaction and outcome (convenience) quality attributes, while services providers reflect on interaction and physical environment (servicescape) quality attributes	Further research can consider air traveler's trip purpose, income, nationality, airport ownership, and the degree of regulation to conceptualise the framework of service quality. Additionally, the sample used in this study reflects departure passengers

				only. Because of this limitation, the framework of this research is cautioned.
9	An Effect of Empowerment Organizational Structure and Job Design Employee Effectiveness Work in	To investigate the empowerment of the organisational structure and work design simultaneously and partially influences the work effectiveness of employees in the Office of the directors of PTPN II Tanjung Morawa	Struktur organisasi dan desain pekerjaan secara simultan berpengaruh positif dan signifikan terhadap efektivitas kerja. Hasil uji parsial pengaruh struktur organisasi terhadap efektivitas secara parsial terdapat pengaruh positif dan signifikan struktur organisasi terhadap efektivitas kerja. Uji pengaruh desain pekerjaan terhadap efektivitas kerja signifikan	Future studies can use other variables that are not included in this study
10	Non-profit Organizational Effectiveness: The Effects of Financial and Social Performance on its Scale and Scope of Operations, and Social Impact	To identify the effect of maintaining financial and non-financial health on the outcomes and outputs of non-governmental organisations & their subsequent impact on society.	The results were according to the theory and showed a positive and significant effect of financial and non-financial performance on output, then to outcome and finally to impact. These findings can be used by the growing number of not-for-profits throughout the world to measure and report performance.	
11	The Impact of Chain Organisation Size on Efficiency and Quality of Affiliated Facilities – Implications for Multi-Unit Organisational Forms.	To investigate how the affiliation of dialysis facilities within chain organisations of varying sizes impacts these facilities' efficiency and quality outcomes. We develop our hypotheses by building on the literature base that relates to organisational learning.	The findings point to the distinct effects of chain organisation size on quality and efficiency performance of dialysis facilities. Specifically, the results obtained by analysing a dynamic panel data model show that chain organisation size has an inverse U-shaped curvilinear effect on quality outcomes and a U-shaped curvilinear effect on efficiency	Future studies need to consider how chain organisations can develop transactive memory systems that can handle competencies that are tacit as well as articulated, complex as well as simple, and interconnected as well as independent.
12	Service quality, visitor satisfaction and future behaviour in the museum sector	To investigate the factors that affect visitors' satisfaction and their Future behaviour.	The results indicate that the five dimensions of SERVPERF can successfully determine the degree of visitors' satisfaction and predict future behaviour. Future behavior is often subject to visitors' place of residence. The type of museum is also a significant factor affecting satisfaction	Future research could also use a different model and various types of museums (open-air archaeological sites etc.) in order to test the reliability of the information and analysis provided by SERVPER

			and future behavior. on and loyalty	
13	Do personal characteristics and cultural values that promote innovation, quality, and efficiency compete or complement each other?	To identify the personal characteristics that influence innovation, quality, and efficiency, and to test the differential effects of these characteristics on the three performance Outcomes.	Innovative performance does not hinder quality and efficiency, and in fact these three performance results have a positive correlation with service performance. Being creative does not always conflict with efficiency, because there is no relationship between creativity and efficiency	Future research should pay more attention to initiative as a personal characteristic, and to the organisational culture that facilitates personal initiative in organisations. Future research should focus on performance at the unit and organisational levels. Such a study should consider team resources in terms of its members' characteristics, and examine the interactions in various team compositions and within various organisational cultures as they affect team performance.
14	The relationship between operating efficiency and service quality: are they compatible?	To investigate the transfer and apply manufacturing principles and practices to improve service efficiency and service quality is an important area of research in service operations. This paper advances this stream of research by examining the suitability of operating efficiency and service quality.	This study finds that service operation efficiency and service quality are compatible with showing that more efficient service agents have better service quality with respect to multiple dimensions and high and low levels of the customer contact service process (e.g., employee or service standardisation versus demand control capabilities or technological advances) should not be separated to improve service quality in the context of a new service business.	Future research is encouraged to address this deficiency by developing stronger measures. Moreover, we are hampered by the relatively small sample size and, as such, our statistical analysis, particularly ANOVA, should be of a more exploratory nature.
15	Throughput efficiency and service quality after process redesign at a cancer day care unit: Two sides of the coin? European Journal of Cancer Care,	To investigate the patient perspective in a reorganisation of Care processes at a cancer day care unit (CDU). The effects of dose banding and of taking blood samples one day (or more) before the day care treatment (on Day -1) are investigated in terms of	This has a globally positive effect on patients' perceived service quality. Dose banding affected neither patient throughput time nor perceived service quality	

		throughput efficiency and perceived service quality.		
16	The Relationship between the Efficiency, Service Quality and Customer Satisfaction for State-Owned Commercial Banks in China	To analyse the efficiencies of twenty state-owned commercial banks in five provinces of China. The relationships between bank efficiency, service quality, and customer satisfaction are analysed.	As a result, the average technical efficiency of twenty state-owned banks is as high as 81.9%. It is also found that the bank's service quality has a positive impact on efficiency and customer satisfaction	Future studies hope that more comprehensive and generalised results are obtained based on adequate data in each region. Another possible contribution in the future will be applying advanced DEA methodologies to develop this proposed research area further.
17	Medical Service Quality, Efficiency and Cost Control Effectiveness of Upgraded Case Payment in Rural China: A Retrospective Study.	To study the principal reimbursing medical institutions, the effects of case payment still need to be evaluated due to special environments and short exploration periods, especially in rural China	In general, this study's results improved case payment reforms succeeded in reducing the growth of medical costs, increasing the efficiency of using health insurance funds and reducing the economic burden of patients due to disease.	Future research should pay more attention to the health service delivery system, especially in cost, quality and efficiency.
18	Impact of System Quality, Information Quality and Service Quality on the efficiency of information system	To measure the effectiveness of information systems (IS) has been an important part of the research agenda since the 1980s. Factors affecting the success and effectiveness of information systems are still important and critical aspects of the structure, operation and improvement of an organisation's products and services for end-users both internal and external users.	A well designed, developed and implemented system is a prerequisite for networking benefits. Potential benefits include reduced costs, increased revenue, and increased process efficiency. So the efficiency of an SI is increased by increasing the SI quality, thus proving an increase in system performance.	
19	System modelling of demand responsive transportation services: Evaluating cost efficiency of service and coordinated taxi usage	To study continuum approximation model for the operating cost of demand-responsive transit (DRT) systems in large urban networks. Applications of the proposed model shed light on ways demand and characteristics of the DRT system affect major components of cost: fleet, vehicle hours, and vehicle miles travelled	Verifying the relationship with empirical data shows an accurate approximation of the operating cost for the paratransit system in New Jersey. Furthermore, we develop a systematic approach for evaluating the efficiency of policy implementations for DRTs. Finally, the circumstances where coordinated taxis could be a cost reduction strategy are identified.	
20	Automation and management	To examine how automation and its related management	Finally, our study illustrates how the design and	Future research can investigate the role

	control in dynamic environments: Managing organisational flexibility and energy efficiency in service sectors.	control are used in a dynamic service based organisation, where organisational goal attainment and energy efficiency enhancement are critical.	implementation features of automation systems (as a form of equipment technology) influence work practices and organisational energy efficiency pursuits. As automation (such as lighting and HVAC equipment) has advanced and grown enormously, many have criticised its absence of a human activity component and its consequent societal employment effects. However, our findings offer an alternative: we suggest that automation can exist alongside human activity and enhance human activity through the provision of flexibility in more dynamic environments.	and influence of automation in other systems used in buildings. Furthermore, in the four core business activities carried out in case organisation (research, teaching and learning, operations, and community engagement), we focus on teaching and learning activities and research, leaving other core activities for future research.
21	Service quality, consumer satisfaction and loyalty in hospitals: Thinking for the future.	To identify the most critical factors in hospitals related to service quality that will ensure survival and success in the future.	This study found that reliability and responsiveness (not empathy, real nature, and assurance) affect patient satisfaction. Patient satisfaction is directly related to patient loyalty to the hospital. Marital status and age did not have an impact on the regression weights of the variables analysed; however, it was found that to some extent gender doing so could impact hospital performance.	
22	Relational capital, service quality and organisational performance in the Egyptian telecommunication sector.	To investigate the mediating effect of service quality (SQ) in the relationship between relational capital (RC) and organisational performance (OP) within the Egyptian mobile telecommunication setting	The results revealed that the firm's "customer and supplier relations" and "marketing capability" positively affect both OP and SQ, "customer knowledge" positively affects SQ only, while "strategic alliances, licensing and agreements" do not have an association with SQ or OP. Moreover, SQ was found fully mediating the effect of RC on OP	Future research are to use a large population and research objects other than the telecom industry in each country to get a more comprehensive picture of the relationship between service quality and organisational performance
23	Impact of service quality on customer satisfaction in Malaysia airlines:	To assess the quality of service provided by Malaysia Airlines and its impact on overall customer satisfaction.	Findings indicate that airlines should focus on all dimensions of service quality, with special focus on personnel services and image for enhancing their customer	Further research can overcome this limitation by using other sampling techniques. Second. Further studies from

	A PLS-SEM approach.		satisfaction. It is expected that findings of this study will help airlines to understand the role of various dimensions of service quality for enhancing their customer satisfaction.	other airlines are also needed to explore more dimensions of airline service quality by making comparative analyses of different cultures.
24	The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB.	To examine how servant leadership induces low perceived differentiation in leader-member relationship quality (perceived LMX differentiation) within a group, which strengthens team cohesion and in turn positively influences team task performance and service-oriented organisational citizenship behaviours (service OCB)	Structural equation modeling results indicate that servant leadership significantly predicts low perceived LMX differentiation; perceived LMX differentiation is strongly related to team cohesion such that the lower the perceived differentiation, the stronger the team's cohesiveness. And, team cohesion is also strongly related to both the team's task performance and service OCB. Perceived LMX differentiation and team cohesion mediate the effect of servant leadership on both team task performance and service OCB.	Future studies can investigate different populations (i.e. educational and industrial levels) and cultural environments.
25	Mobile banking service quality and customer relationships.	To investigate the multidimensional concept of mobile banking service quality (security/privacy, practicity, design/aesthetics, enjoyment and sociality) and the impact of the latter on the quality of the relationship (commitment, trust and satisfaction) between consumers and their primary financial institution	Findings confirm that trust significantly and positively impacts commitment/satisfaction. Mobile banking service quality dimensions also influence trust and commitment/satisfaction. Trust is associated with security/privacy and practicity (regarded as utilitarian factors), while commitment/satisfaction is driven by enjoyment and sociality (dimensions more hedonic by nature). No link is found between interface design and either trust or commitment/satisfaction	

Table 2 above displays the summary of article names, objectives, findings, and recommendations collected from various sources.

3. Result and Discussion

Using mini review approach, this study indicated that effective is successful obedience, validation, efficacy and luck. From the list of meanings above, the most appropriate one is success well. If a person can work well, then he can be said to be working effectively. In carrying out work, always use five sources of effort: Mind, Energy, Time, Money, and Objects. Thus, work effectiveness is related to the predetermined results. One thing that needs to be underlined is

that work effectiveness cannot be separated from work efficiency. Work efficiency relates to cost, energy, quality and thinking. So work effectiveness is the ability to choose the right goal in achieving a certain goal, or work effectiveness is also defined by results to emphasise effects or results without paying attention to the sacrifices that the results need to provide. From the description above, it can be concluded that the selection of appropriate alternative determines the level of effectiveness of the work is very high and will certainly affect the quality of work and quality of the work itself (Milanie et al., 2020)

In order to provide customer service excellence based organisations, it is necessary to have internal structures and processes that enable employees to succeed in carrying out the tasks they do to create superior customer support products and services (Ronald et al., 2000). Work effectiveness and efficiency are factors close to the empathy factor of the service quality scale. It can reduce transaction costs so that dimensions such as reliability, responsiveness, and security of service quality can encourage employees to do their work efficiently and effectively (Melían & Martín, 2019). Organisational effectiveness affects service quality and overall organisational performance (Hamed et al., 2020). Organisational effectiveness is a factor that can encourage employee work effectiveness so that employees can provide good service to consumers. Muhammad et al. (2020) concluded that the creation of good service quality positively impacts organisational performance.

Therefore, when an effective system is created in an organisation or company, it will improve organisational performance. Also, company managers' behaviour will affect employee job satisfaction, which will have an impact on employee work effectiveness. Henceforth, it will affect improving the quality of company services which encourages an increase in overall company performance (Ahmed et al., 2020). Other factors that can affect employees' work effectiveness or organisations are the company's information system's quality. It means all information provided by the company to support the work will encourage the company's effectiveness and efficiency so that it will form a perception that the company's service quality from customers will be good. It related to product users' satisfaction or customers (Patt et al., 2020). The application of strict rules to employees has a negative effect on organisational effectiveness, whereas organisational effectiveness impacts service quality and organisational performance (Chang-Woo et al., 2020). When company rules are considered heavy for employees and become a burden for employees, work effectiveness will decrease. It will impact customer satisfaction affecting the quality of company services. Perceptions of service quality that consumers feel about the company will decline, which results in disruption of the overall organisational performance (Seock-Jin Honga et al., 2020).

Effectiveness and efficiency are closely related to the formation of superior company service quality. It affects individual employee performance as a whole and has an impact on company performance. It confirmed by the results of research conducted by David Dreyfus (2020). He combines a small group of employees who work independently and form small to medium groups into a chain organisation, which results in increased work quality and decrease work efficiency and service quality. So it can be concluded that efficiency can improve the quality of service perceived by consumers (Daskalaki et al., 2020). Other factors that can encourage high work efficiency are personal characteristics and initiative. One factor contributing to efficiency is that it also impacts service and organisational performance (Miron et al., 2004).

Furthermore, service operation efficiency and service quality are highly compatible by showing that more efficient service elements have better service quality (Talluri et al., 2013). Furthermore, Chang et al. (2017) found a relationship between efficiency and service quality and has an indirect impact on customer satisfaction. Work efficiency has a significant effect on the quality of company services that consumers perceive. Because the operational process is efficient, the service from individual employees will be better because of the bureaucracy's cut. It causes employee performance to speed up so that the service consumers feel very good and lead to consumers' satisfaction with its services. The relationship between efficiency and service quality was also confirmed by Abd-Elrahman et al., 2020. He concluded that effective and efficient operational procedures would encourage service quality improvement so that there will be an increase in company performance in general. He analysed service quality as a mediator on company performance, and the result was a significant influence on company performance.

The final analysis in this literature review is about the relationship between service quality and performance. The research conducted by Abd-Elrahman (2020) stated that service quality affects performance. Farooq et al. (2018) found that service quality will increase efficiency and improve company performance and image in research analyses. Another factor that can improve performance is personal leadership which shows good service to employees motivated by Chiniara and Bentein (2018). Elements of service quality such as security (privacy) and practicality will encourage aspects of relationship quality such as commitment, trust, and satisfaction to impact its overall performance. Significantly, the trust will encourage cooperation between companies and consumers so that a good relationship will be created and, in the end, will improve overall company performance. (Arcand et al., 2017). From some of the results of the analysis of previous researchers, it can be synthesised that effective and efficient work procedures will impact

employee service performance to consumers, which will affect the performance of the company or organisation as a whole.

4. Conclusion

Company or organisational performance is the ultimate goal of a company and organisation. Many elements affect the company's overall performance. Company performance is based on the effectiveness and efficiency of procedures that will create high service quality. The effectiveness of work procedures will significantly affect the quality of company services and will have an impact on improving service quality and encouraging increased company performance. Likewise, the efficiency of organisational or company procedures will affect service quality which has an impact on overall company performance

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