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A Study of the Work Efficiency of Employees in Government Organisations in Relation to Their Values

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Summary

The study of employees' work efficiency and their value system in government organisations is extremely important from administrative and social perspectives. Government employees play a central role in policy formulation, implementation of development projects, and delivery of public services; therefore, it is essential that they are both efficient and ethical. Work efficiency is not limited to technical competence alone; it also includes quality of work, effectiveness, time management, goal-oriented behaviour, and the ability to collaborate with colleagues. Along with this, employees' moral, social, and personal values—such as honesty, fairness, responsibility, discipline, cooperation, and empathy—have a direct impact on their performance and the productivity of the organisation. Organisational culture is an important factor influencing employees' behaviour and efficiency. In a positive and ethical environment, employees tend to be more responsible, motivated, and capable of working in teams. In contrast, a disorganised or corrupt environment can negatively affect efficiency and morale. Employee morale depends on factors such as leadership style, management approach, recognition and reward systems, work-life balance, and job security. Effective leadership, transparent promotion systems, and a balanced pay structure motivate employees and enhance their commitment. There is a strong positive relationship between values and work efficiency. Moral and social values make employees more accountable and motivated toward organisational goals, while personal values ensure discipline and commitment. Value-based training, organisational reforms, and welfare policies are effective means to improve employee performance and enhance the quality of government services. Thus, the study of employees' values and efficiency is essential not only for organisational success but also for ensuring public trust and transparency in service delivery.

Keywords: Government Organisations, Employee Work Efficiency, Value System, Organisational Culture, Ethical and Social Values, Employee Morale, Training and Development

Introduction

The study of employees' work efficiency and their value system in government organisations is extremely important for understanding the strength of a nation's administrative and social structure. Government employees play a central role in policy formulation, implementation of development projects, and delivery of public services. Therefore, it is essential

that employees not only possess technical and administrative competence but also have a personality and value system aligned with organisational goals.

Work efficiency is not limited to an employee's ability or technical skills. It is related to achieving organisational goals, completing tasks on time, ensuring quality, and maintaining effective cooperation with colleagues and superiors. In government organisations, the nature of work is often stable, and adherence to rules and procedures is mandatory. In such a context, personal and ethical values of employees—such as honesty, impartiality, responsibility, and discipline—directly influence their work efficiency. For example, if an employee is responsible and works with integrity, it can lead to improvements in organisational processes and the quality of services.

The values of employees also reflect their social and moral outlook. Positive thinking, empathy, cooperation, and a sense of justice among employees not only enhance individual work efficiency but also create a healthy and ethical environment within the organisation. On the other hand, if employees remain confined only to rule-following and focus on external pressures or job security, it may result in reduced efficiency and organisational stagnation.

Thus, the study of employees' values and work efficiency in government organisations makes a significant contribution to the fields of administrative science, human resource management, and organisational behaviour. It helps policymakers, managers, and researchers understand that organisational success depends not only on resources and processes but also on employees' values and ethical perspectives. In the future, by developing value-based training and management strategies, the work efficiency of government employees and overall organisational performance can be further enhanced.

Role of Organisational Culture in Government Organisations

Government organisations are an important part of the administrative structure of any nation. Their main objectives are policy formulation and implementation, ensuring social welfare, and providing public services. The success of these institutions does not depend only on the individual efficiency of employees, but also largely on organisational culture, which deeply influences their work performance and behaviour.

Organisational culture refers to the shared beliefs, values, norms, and practices that guide the behaviour and decisions of employees within an organisation. This culture affects employees' working style, ethics, and professional commitment. In government organisations, it is especially important because strict adherence to rules and procedures is required, and employees are directly involved in providing services to society and citizens.

A strong and positive organisational culture promotes ethics, responsibility, and discipline among employees. For example, if values such as transparency and fairness are strongly upheld in a department, employees are more likely to act with honesty and accountability. On the other hand, if the organisational culture is disorganised or based on corruption, it can negatively influence employee behaviour.

In government organisations, policies, rules, and administrative structure form the foundation of organisational culture. Clarity in rules and procedures helps employees understand

their duties and responsibilities better. For instance, well-defined standards for punctuality, reporting procedures, and decision-making enable employees to perform more efficiently. Additionally, administrative factors such as transparency in promotions, reward systems, and disciplinary mechanisms also influence employees' ethical and professional conduct.

Another important aspect of organisational culture is cooperation and team spirit. In government institutions, employees often need to coordinate with different departments and units. If a culture of cooperation and shared goals exists, employees can work more efficiently and effectively. In contrast, a highly competitive and rigid environment may reduce productivity and job satisfaction.

Organisational culture in government organisations influences employees' behaviour and efficiency at multiple levels. It is not limited to rules and procedures but also includes values, ethics, collaboration, and leadership, all of which shape employees' daily work and performance. Therefore, developing a positive and supportive organisational culture plays a crucial role in enhancing employee efficiency and achieving organisational goals.

Concept of Employee Values

Employee values are extremely important for the efficiency and sustainability of any organisation. Values are guiding principles that influence employees' behaviour, decisions, and priorities. Especially in government organisations, where decisions and work processes are linked to public interest and administrative standards, employee values not only guide individual behaviour but also affect the overall reputation and performance of the organisation. Employee values can mainly be divided into three categories: Ethical Values, Social Values, and Personal Values.

- 1. Ethical Values:** Ethical values provide moral guidance for employees in both their professional and personal lives. These include elements such as honesty, fairness, accountability, and integrity. In the context of government employees, ethical values are extremely important because their work is directly related to public interest and the fair implementation of government policies. For example, an honest employee avoids corruption and irregularities, while a fair decision-maker ensures proper adherence to organisational policies and procedures. Ethical values establish trust and transparency within the organisation. When employees follow ethical values, it ensures long-term benefits for the organisation and promotes a cooperative environment among employees. Additionally, ethical values positively influence the organisation's image and public trust.
- 2. Social Values:** Social values reflect an employee's attitude toward society and the organisation. These include cooperation, empathy, respect, team spirit, and social responsibility. In government organisations, efficiency does not depend solely on individual effort; it is also based on teamwork and departmental cooperation. Employees who are cooperative and empathetic maintain good relationships with colleagues, which ensures smooth organisational functioning. Social values enhance a positive work culture and increase employee satisfaction.

Moreover, employees who demonstrate a responsible attitude toward society and citizens contribute to improving the quality and effectiveness of public services.

3. Personal Values: Personal values influence each employee's internal motivation, self-discipline, punctuality, and professional commitment. These values directly affect an employee's attitude, decision-making ability, and quality of work. For example, an employee who values punctuality completes tasks on time, while a self-disciplined employee ensures adherence to organisational rules and policies. Personal values help build sustained motivation and a positive attitude toward work. This leads to increased efficiency and productivity within the organisation. Especially in government organisations, where processes are complex and rule-based, personal values help employees face challenges and make responsible decisions.

Employee values are not limited to personal morality; they play a vital role in an organisation's efficiency, culture, and long-term success. Ethical values regulate professional conduct, social values promote cooperation and teamwork, and personal values ensure discipline and commitment in the organisation. Therefore, understanding, developing, and implementing employee values in government organisations is essential.

Concept of Employee Work Efficiency / Effectiveness

Employee work efficiency refers to an employee's ability, competence, and capability to achieve assigned goals within a specified time while maintaining high-quality standards. It is not limited to merely completing tasks; rather, it also includes the quality, effectiveness, responsibility, and ability to contribute in alignment with organisational objectives. In government organisations, work efficiency holds special importance because employee performance directly impacts the quality of services, implementation of policies, and citizen satisfaction.

- **Work Quality and Effectiveness:** One of the key dimensions of work efficiency is work quality. Work quality refers to the level at which an employee completes tasks accurately, thoroughly, and in accordance with organisational standards. Quality ensures that the work is not only completed on time but also produces effective and sustainable outcomes. In government organisations, for example, accurate preparation of policy documents, transparent and error-free reporting, and timely delivery of services are all indicators of work efficiency. Effectiveness is another important dimension of work efficiency. It reflects how successfully an employee completes tasks in alignment with predetermined goals. Effectiveness is not limited to task completion; rather, it determines how useful and valuable the outcomes are for the organisation and its beneficiaries. An effective employee is capable of setting priorities, utilising resources efficiently, and continuously improving work processes.
- **Time Management and Goal-Oriented Behaviour:** Time management is an essential component of employee work efficiency. In government organisations, timeliness is crucial because delays not only affect organisational efficiency but also have negative consequences for the general public and service beneficiaries. Time management includes prioritising tasks, organising work systematically, and completing tasks within set deadlines. Along with this, goal-oriented behaviour enables employees to work in alignment with organisational

objectives. Such behaviour ensures that employees do not merely complete individual tasks but also plan and evaluate their activities with a focus on collective organisational goals. It motivates employees to understand their responsibilities and perform in a result-oriented manner.

The evaluation of employee work efficiency, especially in government sectors, cannot be based solely on the quantity of work performed. It is a combined outcome of factors such as quality, effectiveness, time management, and goal-oriented behaviour. Highly efficient employees not only ensure the achievement of organisational goals but also promote a positive work culture, ethics, and a sense of responsibility within the organisation. Therefore, understanding, measuring, and enhancing employee work efficiency is essential for organisational success.

Factors Affecting Employee Morale in Government Organisations

Employee morale plays a crucial role in the efficiency and performance of any organisation. Especially in government organisations, where rules, procedures, and promotion structures are relatively fixed, the morale of employees directly influences their commitment, satisfaction, and productivity. The morale of government employees depends on several factors, among which the most important are leadership style and management approach, recognition and reward system, work-life balance and job security.

1. **Leadership Style and Management Approach:** In government organisations, leadership style has a profound impact on employee morale. When management is cooperative, participative, and based on open communication, employees develop greater confidence and a sense of responsibility. For example, involving employees in the decision-making process and valuing their suggestions positively affects their morale. On the contrary, strict and centralised leadership can lead to frustration, dissatisfaction, and passivity among employees. Another important aspect of positive leadership is training and guidance, which enables employees to utilise their abilities effectively. When leaders contribute to the personal and professional development of employees, their morale increases and their commitment to the organisation becomes stronger.
2. **Recognition and Reward System:** In government organisations, recognition and reward systems are important factors in enhancing employee morale. When employees' efforts, achievements, and innovations are acknowledged, they become more motivated and improve their efficiency. Recognition is not limited to financial rewards. Appreciation letters, public recognition, promotion opportunities, and administrative honours emotionally empower employees. On the other hand, if an employee's hard work is ignored or if there is discriminatory treatment compared to others, it lowers morale and may lead to dissatisfaction with the organisation.
3. **Work-Life Balance and Job Security:** Work-life balance and job security also significantly influence the morale of government employees. The stability and security associated with government jobs provide mental peace and long-term commitment. When employees feel secure in their jobs and believe that the organisation cares about their well-being, their enthusiasm and morale increase. At the same time, maintaining a balance between work and

personal life is essential. Excessive workload, long working hours, or lack of personal time can negatively affect employees' mental health and morale. Therefore, flexible schedules, leave policies, and employee welfare initiatives are very important for maintaining high morale.

The main factors affecting employee morale in government organisations include leadership and management style, recognition and reward systems, and work-life balance, along with job security. Balanced and positive management of these factors enhances employees' efficiency, organisational commitment, and overall performance. Therefore, it is essential for government organisations to develop policies and programs that focus on these factors to maintain a high level of employee morale.

Relationship Between Values and Work Efficiency in Government Organisations

In government organisations, employees' work efficiency is not determined solely by their technical skills, experience, or job responsibilities. An important factor behind efficiency is the values and ethical orientation of employees. Values influence a person's thinking, behaviour, and decision-making process. Especially in government institutions, where adherence to rules and procedures is mandatory, employees' ethical and social values play a decisive role in their performance and the overall productivity of the organisation.

- 1. Contribution of Ethical and Social Values:** Ethical values such as honesty, fairness, responsibility, and dedication encourage employees to perform their duties within established standards and moral boundaries. For example, an honest employee avoids errors and ensures proper use of resources. Similarly, a responsible and disciplined employee follows government policies and completes tasks on time, which enhances organisational productivity. Social values such as cooperation, empathy, and team spirit help in maintaining harmony among employees. In government institutions, work is often team-based. When employees prioritise mutual cooperation and respect, tasks are completed more efficiently. The impact of social values is not limited to task performance; it also contributes to employee morale, commitment to the organisation, and the positivity of the organisational environment.
- 2. Impact on Motivation and Work Performance:** The influence of values on work efficiency can also be observed through motivation. Employees with strong ethical values experience self-satisfaction, professional pride, and a sense of responsibility toward organisational goals. This intrinsic motivation encourages them to bring greater focus, responsibility, and quality to their work. As a result, both the quantity and quality of work performance improve. Furthermore, the positive relationship between values and efficiency is reflected in organisational culture and policy-making. When an organisation emphasises ethical values and accountability, employees tend to align their behaviour accordingly. This builds trust and fairness within the organisation and leads to continuous improvement in efficiency. In government organisations, value-based efficiency is especially important because the goal is not only productivity but also public service and transparency. A lack of ethical and social values can negatively affect employees' efficiency, decision quality, and accountability toward the public.

Thus, there is a strong positive relationship between values and work efficiency in government organisations. Ethical and social values not only motivate employees but also enhance organisational productivity, teamwork, and quality of work. A value-based approach and training programs can be effective tools for improving employees' efficiency in government institutions.

Employee Incentives and Welfare Policies

In government organisations, employee incentives and welfare policies are extremely important for enhancing work efficiency and organisational effectiveness. These policies not only increase employees' motivation but also influence their morale, satisfaction, and commitment. Employee incentive and welfare programs can mainly be divided into three dimensions: financial incentives, non-financial incentives, and health and social welfare.

1. **Financial and Non-Financial Incentives:** The primary objective of financial incentives is to directly motivate employees' performance through rewards and economic benefits. These include salary increments, bonuses, overtime payments, special rewards for important projects, and retirement plans. When employees receive financial rewards for their efforts, their loyalty towards the organisation and their willingness to work harder increase. On the other hand, non-financial incentives aim to motivate employees psychologically and socially. These include public recognition, promotions, expansion of responsibilities, training opportunities, and flexible working conditions. Non-financial incentives enhance employees' self-esteem, confidence, and professional development. For example, honouring an employee as “Best Employee” for outstanding performance maintains their motivation and efficiency over a long period.
2. **Training and Development Programs:** Investment in employee training and development is a major welfare policy provided by the government. Training programs not only enhance employees' technical and administrative efficiency but also make them aware of organisational goals and processes. Development programs include leadership training, computer and digital literacy, project management, and communication skills training. Such training helps employees become more competent in their roles and enables them to take on new responsibilities within the organisation. In the long run, this not only improves their efficiency but also supports their morale and career growth.
3. **Health and Social Welfare:** The physical and mental well-being of employees also plays a crucial role in their performance and satisfaction. Health and social welfare programs include health insurance, medical facilities, mental health support, benefits for children and families, and leave and holidays. Additionally, social welfare includes employee rehabilitation, sports and cultural activities, organisational celebrations, and social security schemes. When employees feel that the organisation cares about their well-being and satisfaction, their commitment and loyalty towards the organisation increase.

Employee incentives and welfare policies are the foundation of the success of any government organisation. Financial and non-financial incentives motivate employees both directly and indirectly, training and development programs enhance their skills and performance, and health and social welfare schemes ensure their overall quality of life and satisfaction. The

integration of these policies develops value-based work efficiency among employees and strengthens the effectiveness and ethical standards of government organisations.

Salary, Promotion, and Organisational Determinants

Salary, promotion, and organisational rules have a significant impact on the efficiency and performance of employees in government organisations. These factors are not only means of economic benefit or career advancement, but they also directly influence employees' morale, motivation, and organisational commitment.

1. **Salary Structure and Work Efficiency:** Salary is one of the most important motivating factors in an employee's professional life. For government employees, the salary structure is stable and regulated, including various grades, pay scales, and allowances. This structure encourages employees to maintain quality work and complete tasks on time. A higher and competitive salary increases employees' efficiency, as it motivates them to fulfil responsibilities regularly and contribute to organisational goals. Moreover, a fair salary prevents dissatisfaction and low morale. Research shows that when employees receive fair and transparent compensation according to their work, their commitment and performance improve.
2. **Transparency in Promotion:** Promotion is a sign of organisational growth and personal development for government employees. If the promotion process is transparent, fair, and merit-based, it fosters healthy competition and higher efficiency among employees. Transparency in promotion enhances employees' morale and self-esteem. On the other hand, bias or irregularities in promotion can lead to dissatisfaction, frustration, and disengagement from work. Following a promotion policy based on merit and experience ensures equal opportunities for all employees and helps maintain a high level of efficiency.
3. **Organisational Rules and Discipline:** Organisational rules and discipline help maintain consistency and effectiveness in employees' performance. Clear rules and procedures enable employees to understand their responsibilities and duties. A disciplinary framework ensures that all employees remain punctual, dedicated, and committed to organisational goals. Rules such as time management, reporting systems, workload distribution, and administrative control help employees work efficiently and maintain productivity. Additionally, adherence to rules ensures equality and fairness within the organisation, promoting positive work behaviour and cooperation among employees.

Salary, promotion, and organisational determinants are crucial factors influencing the efficiency and performance of government employees. Fair and transparent salary, merit-based promotions, and clear rules and discipline enhance employees' morale, motivation, and organisational commitment. When these factors are implemented effectively, government organisations can ensure higher efficiency, productivity, and ethical work behaviour.

Evaluation of Value-Based Performance of Government Employees

In government organisations, employees' work efficiency is not limited to technical skills or experience alone; their values and ethical orientation also play a crucial role. Value-based

performance refers to the extent to which employees adopt decisions and behaviours in their work that align with organisational objectives, ethical standards, and social responsibilities.

Standards and Indicators for Assessment: To properly evaluate value-based performance, it is necessary to establish clear standards and indicators. These indicators help measure the relationship between employees' ethical and social values, their behaviour, and their work efficiency. The major indicators are as follows:

1. Quality of Work:

- Completion of tasks accurately and on time
- Adherence to ethical and professional standards in work

2. Commitment and Responsibility:

- Dedication to organisational goals
- Performing duties and responsibilities with honesty and sincerity

3. Integrity and Ethics:

- Avoidance of corruption or unethical behaviour
- Making impartial decisions and following rules

4. Collaborative Behaviour:

- Contributing effectively within a team and maintaining positive relationships with colleagues
- Cooperating in the interest of the organisation

5. Innovation and Problem-Solving Skills:

- Suggesting new methods to improve efficiency
- Finding ethical and practical solutions to problems

6. Time Management and Punctuality:

- Completing tasks within deadlines
- Maintaining workplace discipline

Positive Relationship between Values and Work Efficiency: According to research and management theories, there is a strong positive relationship between employees' values and their work efficiency. When employees adopt values such as honesty, commitment, cooperation, and social responsibility, the quality and effectiveness of their work naturally improve.

- Ethical values motivate employees to maintain transparency and fairness, which increases trust and credibility within the organisation.
- Social values like cooperation and empathy strengthen teamwork, leading to improved efficiency and organisational performance.
- Personal values such as discipline, self-control, and responsibility encourage employees to complete tasks on time and with quality.

Moreover, when value-based performance is regularly evaluated through established standards and indicators, it promotes positive behaviour, self-improvement, and organisational commitment among employees. This impact is not limited to individual efficiency but extends to improving the overall functioning and effectiveness of the organisation. Therefore, evaluating value-based performance in government organisations is not only a means of assessing employees'

ethical and professional behaviour but also a crucial tool for organisational improvement and policy-making. It ensures that employees' efficiency aligns with their values and ethical standards, thereby promoting transparency, fairness, and quality in public service.

Recommendations and Policy Implications

There is a strong relationship between employees' work efficiency and their value systems in government organisations. Promoting ethical, social, and personal values among employees not only improves their performance but also enhances the overall effectiveness of the organisation and public trust. In this context, some key recommendations and policy implications are as follows:

1. **Value-Based Training and Development:** Training programs for government employees should not be limited to technical skills and knowledge of rules; they should also include value-based training. Such training helps develop values like honesty, dedication, responsibility, and cooperation among employees. For example, workshops and seminars that highlight ethical decision-making, teamwork, and the importance of public service can enhance both efficiency and ethical commitment. Additionally, value-based development plans should be designed according to employees' career paths so that they are motivated both personally and professionally.
2. **Organisational Reform and Ethical Culture Building:** Organisational reforms are essential to improve work efficiency in government institutions. These include clear roles and responsibilities, transparent decision-making processes, and fair evaluation systems. It is also important to develop a strong ethical organisational culture in which employees internalise values such as integrity, fairness, and respect. Management should lead by example and recognise value-based behaviour. An ethical culture motivates employees to work with a positive attitude and commitment, rather than merely following rules.
3. **Strategies for Enhancing Work Efficiency:** Policy-level strategies should be developed to improve the work efficiency of government employees. These may include performance-based incentives such as timely completion of tasks, teamwork, and encouragement of innovation. Regular evaluation and feedback systems help employees become aware of their weaknesses and areas for improvement. A balance between autonomy and accountability is also important, enabling employees to make decisions actively and responsibly. Furthermore, mental health and well-being programs contribute to higher efficiency, as satisfied and secure employees tend to be more productive.

Adopting value-based training, building an ethical organisational culture, and implementing strategies to enhance efficiency together can significantly improve employee performance in government organisations. This not only improves the quality of public services but also strengthens public trust in government institutions. Policymakers and administrators should adopt these recommendations to motivate employees and ensure long-term and sustainable improvement in government organisations.

Conclusion

A close relationship has been found between employees' work efficiency and their values in government organisations. This study clearly shows that employees' moral, social, and personal values not only influence their behaviour but also have a direct impact on their job performance and organisational productivity. Work efficiency is not based solely on technical skills and experience; rather, factors such as value systems, ethical responsibility, punctuality, and discipline also play a crucial role in shaping it.

The major findings of the study are as follows:

1. **Moral Values and Work Efficiency:** Moral values such as honesty, fairness, and dedication make employees responsible and committed. Such employees follow organisational rules and deliver high-quality work on time.
2. **Social Values and Cooperation:** Social values like empathy, cooperation, and mutual respect promote positive relationships and team spirit among employees. As a result, organisational tasks are completed more effectively and harmoniously.
3. **Personal Values and Self-Motivation:** Qualities such as self-control, discipline, and personal responsibility enable employees to work efficiently in an autonomous manner. This increases work efficiency and helps the organisation achieve its goals even with minimal supervision.
4. **Role of Motivation and Incentives:** The study also indicates that salary, promotion, welfare schemes, and training programs strengthen value-based behaviour among employees. Proper incentives and recognition motivate employees to work in alignment with their moral and social values.
5. **Importance of Organisational Culture:** A positive value-based culture and transparent administration in an organisation enhance employees' work efficiency. In government organisations, rules and training programs that promote values and ethical perspectives can significantly improve employee performance.

Future Research Possibilities

There are several potential areas for future research. First, this study was limited to government employees; therefore, a comparative study of values and work efficiency in private and semi-government organisations can be undertaken. Additionally, in the digital era, the combined impact of technological proficiency, digital competence, and value-based behaviour on work efficiency can be examined.

Another potential area is the evaluation of the effectiveness of value-based training and development programs. It can be studied how such training brings long-term improvements in employees' values and work efficiency.

Furthermore, it would be important to study differences in employees' values and work efficiency based on cultural and regional variations. This would help in understanding how value-based policies and management strategies can be made effective in different geographical and cultural contexts.

Finally, this study confirms that employees' values are not merely personal attributes, but significant factors that shape the overall productivity, ethics, and administrative success of an

organisation. Future research can assist policymakers and management in adopting measures that promote value-based efficiency and make government organisations more effective and transparent.

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