

## **The Influence of Values Card Employees and Organizational Culture on State Civil Apparatus Performance**

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**Abstract.** *The aim of this study was to examine the effect of Values Card Employees (VCE) and Organizational Culture (OC) on performance of State Civil Apparatus (SCA) at the Regional Employment Board Southeast Sulawesi Province (BKD Southeast Sulawesi Province). This research uses design / associative design-causal with multiple linear regression analysis model. By using random sampling, Data obtained from 90 questionnaires can be used. Data were analyzed through SPSS and descriptive and inferential statistics. The results show that VCE and Organizational Cultural are partially significant and positively affect the performance of State Civil Apparatus in BKD Prov. Southeast Sulawesi. Similarly, VCE and Organizational Cultural simultaneously have a significant and positive impact on performance of State Civil Apparatus BKD Southeast Sulawesi Province. This study is highly relevant in the implementation of State Civil Apparatus performance assessment based on: 1) Government Regulation Number 53 of 2010 (PP 53/2010) on State Civil Apparatus Discipline, 2) Law Number 5 Year 2014 (Law 5/2014) on State Civil Apparatus , and 3) Regulation of the Head of the National Personnel Agency Number 01 of 2013 (Perka BKN 01/2013) on State Civil Apparatus Performance Technical Assessment Guidelines. If VCE with four cycles, ie; 1) Engagement, 2) Monitoring and Guidance, 3) Evaluation, and 4) Reward and Punishment become Organizational Culture at BKD Southeast Sulawesi Province will improve the performance of State Civil Apparatus . The original VCE concept findings were designed by researchers by adopting Balanced Scores Card (BSC) by Robert Kaplan and David Norton and Values card of Human Resource by Gary Dessler. Both theories are then elaborated with PP 53/2010, Law 5/2014 and Perka BKN 01/2013 to give birth to the VCE concept building. VCE and Organizational Culture either partially or simultaneously resulting has positive and significant effect on performance and has a good performance compared to before.*

**Keywords** - *Values Card Employees, Organizational Culture, Performance, State Civil Apparatus, BKD Southeast Sulawesi Province*

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### **I. Introduction**

Every organization of both private and government organizations seeks to optimize the performance of employees or organizations. But in reality, the civil apparatus performance has a classic problem in this Republic (Perppu No. 2/2014). State Civil Apparatus Performance is a problem the main of each regulatory discussion, not yet good proportional equalization of employees and performance stagnation and employee discipline . Various attempts have been made to optimizing Civil Servant Apparatus performance, including the use of VCE and the improvement of organizational culture.

Provincial Government of Southeast Sulawesi before bureaucratic reform and Mental Revolution have had four pillars of development. One of the pillars was developing on human development. (Public Relation of South Sulawesi Provincial Government: 2012). However Civil Servant Apparatus Performance is not maximal in the scope of the provincial government of Southeast Sulawesi. Although may has been done with provider of Income Benefit Allowance (TPP). As a matter of fact, it has not maximized Civil Servant Apparatus performance.

The cause factor is due The provincial government of South East Sulawesi has not yet optimized Government regulations related to performance and work discipline in building Civil Servant Apparatus image and prestige . (PP 53 years 2010 ) . Work goals and achievement of job targets do not have the right gauge. For example, obtained value of 80% of the value of the achievement of 100%? The aspect of a behavioral assessment does not have the proper parameters, so the immediate superior when giving a rating

based on taste or intuition value. Assessment of the discipline aspect using a "double standard", for example, "close to the official" is more beneficial than others. In addition, there is still a habit of mutually absent by officers acts internal (PTI) and peers. State Civil Apparatus regulations related to actual performance of the final, but not proceed with the preparation of a model or concept of the performance value cards, so that the regulation cannot be applied in the form of measurable performance assessment.

Stagnancy performance of the State Civil Apparatus administration Southeast Sulawesi also cited a n aspects of Organization Culture. Habit so far , for example , carrying out work and discipline to the office for fear of not paid incentives (now TPP) and fear of the leadership. In addition, the habit of telling stories "without a clear purpose" and playing chess or cassava into a hereditary tradition is done. Even at the time held in Badan Kepegawaian Daerah Southeast Sulawesi Province (BKD Southeast Sulawesi Province), researchers accidentally spotted several administrative officials and executing officials and staff were playing chess in one of the official's office . Strange done at 10:00 pm. Another habit is the work done by only one person to leadership trust so that others be the audience. These habits are difficult to release in the Organizational Cultural State Civil Apparatus in the provincial government of Southeast Sulawesi .

Marcoulides and Heck (1993) argue that, "Organizational culture as a concept that can be a means to measure the suitability of organizational goals, strategy and organizational tasks, as well as the resulting impact. Without a valid and reliable measure of the critical aspects of organizational culture, the statement about the impact of culture on performance will continue to be based on speculation, personal observation and case studies ". (in Brahmasari: 2004 ). Organizational culture is often depicted in a shared sense. Patterns of beliefs, symbols, rituals and myths that evolve over time and serve as the glue that unifies the organization. (Glaser et al., In Koesmono: 2005).

Based on the phenomenon of cultural values above, then SKPD leadership must change with new cultural values, namely culture planning, action, evaluation, and reward and punishment . This is supported by the result of research which conclude that Organizational Cultural have positive and significant effect to the performance of employee / apparatus set (Ida Ayu Brahmasari, 2010; Moelyono Djokosantoso, 2003).

Based on the above phenomenon, it can be concluded that the weak performance of the civil apparatus of the scope of the provincial government of Southeast Sulawesi is caused by the following: 1) the formulation (description) of the target is not measurable and unfocused , 2) the absence of alignment between the target description and the indicator , 3) s system of performance data collection not yet built , 4) d ata not available and not update , 5) do not want or dare to face the fact that its performance (organization and individual) is lacking , and 6) is the interpretation of performance .

Therefore, State Civil Apparatus performance assessment requires the concept or model of State Civil Apparatus performance appraisal support ( PP 46 Year 2011 ). State Civil Apparatus Job Performance Assessment requires VCE concepts to undertake the stages of engagement, monitoring and guidance, evaluation and reward and punishment , in improving the performance of State Civil Apparatus , VCE is a concept aimed at building systems and dimensions in order to produce sustainable State Civil Apparatus performance cards .

## **II. Literature Review**

Design Concept of VCE Development as follows:

### **a. *Balanced Score card (BSC) and Organizational Culture as an employee performance perspective***

Research conducted by Edwin Raditya and Se Tin, (2011), " Evaluation of BSC Application to Employee Performance Efficiency in Sales Division of PT. Auto 2000 " , found that the company needs to implement a good management system to control and improve existing systems. The result is that the application of BSC since 2008 until 2009 has significant development with employee performance.

This research supported research of Boy Isma Putra (2005), " Analysis of Performance Measurement with BSC Method in CV MCH Sidoarjo" . The result that performance measurement of CV MCG Sidoarjo have a significant effect on the performance of its employees, only on the perspective of bad value business process. Furthermore, the results of this study also supported research conducted Reza Najjari (2015), " An Investigation On the Effect of Balanced Scorecard On Employees Performance in Social Security Organization" . Her results showed BSC has a positive impact on the performance of employees in SSO.

Recent research results Robertus Jovian, et al. (2016), which examines " The Influence of Intellectual Capital and Organizational Value on Corporate Performance ( Case Study of PT PLN Semen Padang ( Persero ) Tbk )". Results from multiple linear regression analysis simultaneously and partially, Intellectual Capital and Organizational Value variables have a significant positive effect on company performance.

Likewise Ida Ayu Brahmasari, et al. (2010), 'The Influence of Work Motivation, Organizational Concept and Culture on Job Satisfaction and Its Impact on Company Performance ( Case Study at PT Hai

International Pei Wiratama Indonesia ).Based on research results Ida Ayu Brahmasari, it can be concluded that Organizational Cultural has significant and positive effect on employee performance .

And Jackie W. Deem's research conclusions, Barry Barnes, Sabrina Segal and Robert Preziosi (2010), " The Relationship of OB to BSC Effectiveness" . This research confirms the relationship of organizational culture with BSC Mutual support, namely: a) BSC is positively involved in Organizational Culture; b) BSC consistent and positive with Organizational Culture; c) BSC is positively adaptive with Organizational Culture; and d) the objectives achieved by the BSC with OB are achieved. Based on the results of research Jackie W. Deem, it can be concluded that the influence of BSC and Organization Culture significant and positive on employee performance.

**b. Design Concept Development Values Card Employees (VCE)**

Rozhan Othman's research (2006), " Balanced Scorecard and Causal Model Development: Preliminary Findings" , asserts that the perfection of both BSC influence and relationship requires the adoption of Causal Model Development.

So too Freddy Rangkuti (2016) , said "effective company strategy in managing performance and risk it is necessary mengcombine BSC and SWOT Analysis. The result is able to improve employee performance and reduce financial risk, business, leadership and growth as well as customers.

The Paris Hotel Manager, Liza Cruz applies the Values Card of Human Resource (VCHR) theory, so as to improve the hotel's performance for 10 years it can transform the hotel from a jasmine class to a five-star hotel with 9 branch hotels in the world. (Gary Dessler, 2004).

Based on the above opinion it is said that BSC can be used in an effort to improve the performance of State Civil Apparatus governed and of course through the process of adoption or combine. Therefore, following the adoption of BSC and VCHR into a concept called Values Card Employees (VCE).

**1. Balances Score Card**

The balanced scorecard was proposed by Robert S. Kaplan and David Norton to address the lack of control of traditional management accounting. BSC was born from a problem experienced by the company in an effort to optimize the performance of employees and companies.

Figure 1 BSC Framework Model (Kaplan and Norton: 1996)



**1. Values Card of Human Resource (VCHR)**

The adoption of a more innovative BSC was done by Gary Dessler (VCHR) . The adoption of the theory is supported by Becker, Huselid and Ulrich, said, "It is taken most influential HR managers to ensure strategic contribution is to develop reliable measurement system, which shows the human impact on business performance.

**3. PP No. 53/2010 , Law Number 5/2014 , and Perka BKN Number 01/2013 .**

The other side of the birth of VCE motivated by the regulations d iatur in PP 53/2010, PP 46/2011 and derivatives that Perka BKN 01 / 2013. The three regulations are actually ideal resulting in maximum performance of employees, but not maximized due to the long view in understanding the organization. The development of the VCE model is expected to break the old model error link .

**Table 2** State Civil Apparatus Performance Card Table

VALUE CIVIL SERVICE CARDS						
MAPPING AND REPORTING BEHAVIOR BEHAVIOR (M & G)						
DAY / DAY / MONTH	ORIENTATION OF SERVICE	INEGRITY	COMMITMENT	DISCIPLINE	COOPERATION	LEADERSHIP (FOR PEOPLE)
	Number of Error	Number of Error	Number of Error	Number of Error	Number of Error	Number of Error
TOTAL						
MAPPING AND REPORTING ACHIEVEMENT OF WORKING TARGETS						
TARGET OUTPUT, OUTCOME, TIME AND COST	% REALIZATION OF PERFORMANCE MEANS	GUIDENCE		% REALIZATION OF PERFORMANCE MEANS	RECOMMENDATION	
		WORK REORGANIZATION	CLICKED			
PPKP VALUE (SKP Value X 60% + Value of Behavior X 40%)						
DIRECTLY RECOMMENDATIONS						

The table above is VCE concrete form which measures the performance and track record of State Civil Apparatus during promotion, competence development, tuition education, additional job assignment, promotion in position and *punishment*.

**4. Values Card Employees (VCE)**

*Values Card Employees* is a concept aimed at building systems and dimensions in order to produce sustainable State Civil Apparatus performance cards. *VCE* is the development of concepts *BSC* and *VCHR*, but *VC* Emore optimized for the development of co nsep that aims to build the stem and dime nsi in order to produce State Civil Apparatus performance.

Framework, *VCE* support each other with four cycles. The four cycles, an indicator of State Civil Apparatus performance card development. The four cycles are built from the adoption of *BSC* and *VCE* then elaborated with PP 53/2010, Law 5/2014 and Perka BKN 01/2013 which then the following design.

**III. Conceptual Framework**

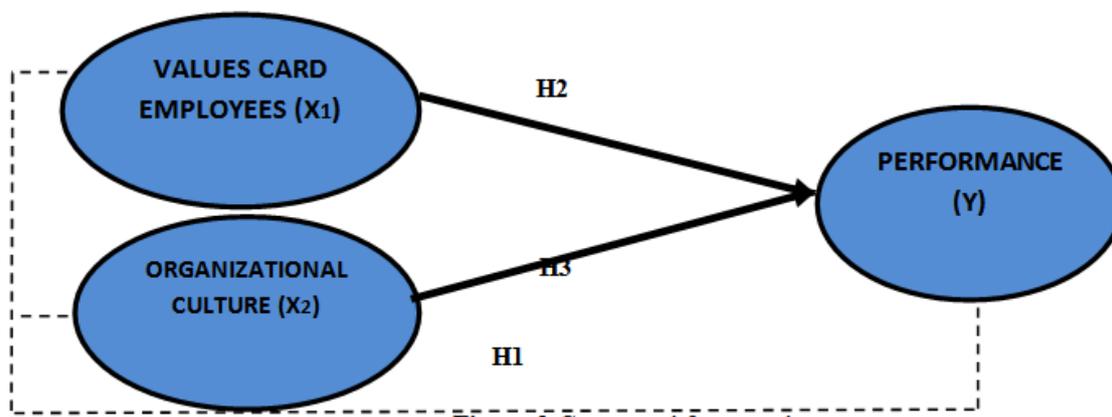


Figure 3 Conceptual framework

Based on the problems and conceptual framework that have been mentioned above, can be formulated hypothesis as follows:

- H1** . Values Card Employees and Organizational Culture simultaneously has significant effect on performance of State Civil Apparatus BKD Southeast Sulawesi Province.
- H2** . Values Card Employees partially have a positive and significant effect to State Civil Apparatus performance on BKD Southeast Sulawesi Province .
- H3** . Organizational Culture partially has positive and significant effect to performance of State Civil Apparatus in BKD Southeast Sulawesi Province.

#### IV. Methodology

Methodology of this study present research design , research location, population determination , sample size and sampling procedures, research variables, data types and sources, data collection techniques, validity test results and reliability test hashes .

##### a. Design , Location, population and Research sample

Associative research (cause and effect) which aims to determine the influence between a two or more variables by examining the causal relationship between variables, ( Sugiyono, 2008: 11 ).

This research was conducted in BKD Southeast Sulawesi Province. The selection of the location of this study was conducted using the purpose (deliberate) with the following considerations: a) SKPD in charge of administrative State Civil Apparatus Southeast Sulawesi Province. b) Influence VCE and Organization Culture on State Civil Apparatus Performance, Appropriate To Be Tested At BKD Southeast Sulawesi Province.

The population in this study, i.e. all State Civil Apparatus in BKD Southeast Sulawesi Province numbered 116 people. Sampled in this research is based on the Slovin formula is 90 respondents.

##### b. Types, Resources, Data Collection Techniques and Methods

The type of data in this study consists of: qualitative and quantitative data. Sources of data in this study, consisting of: primary data and secondary data. Data collection techniques in this study consisted of questionnaires, interviews and documentation.

Data analysis methods consist of descriptive statistical analysis and inferential statistical analysis. Besides, the classical assumption test used as a requirement in the use of regression analysis, namely Multicollinearity, Autocorrelation, Heterokodestisity Test.

#### V. Result and Discussion

##### Result

Regional Personnel Board of Southeast Sulawesi Province (BKD Southeast Sulawesi Province) was established based on Local Regulation No. 5 of 2000 as a follow up of implementation of Presidential Decree No. 159 of 2000, on Guidelines for the Establishment of BKD Southeast Sulawesi Province. Position of Head of BKD Prov. Southeast Sulawesi headed by the Agency or at the level of Echelon II, a. Based on Law Number 5 Year 2014 on the State Civil Apparatus, Position II echelon, a then renamed with Higher Leader of Primary and civil servants turned into State Civil Apparatus .

Coefficients \*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std.Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	20,573	4,822		4.267	.000					
1 X1 VCA	.465	.150	.290	3.112	.003	.449	.316	.269	.857	1.167
X2 culture orgaisasi	.328	.073	.418	4.482	.000	.528	.433	.387	.857	1.167

a. Dependent Variable: Y Performance

Based on the research results obtained multicollinearity test the value of tolerance and the value of *inflation variance* (VIF) with ai nil tolerance for all variab independent e l do not approach 0.1 (even close to 1.0). Then the value of V IF known all variab e l independently in this study was much closer to 10. It can be concluded that there is no multicollinearity between VCE and Organizational Cultural with variab e l performance of State Civil Apparatus .

Table 12 Autocorrelation Test Results

Model Summary <sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.815	.665	.361	4.09807	1.306

a. Predictors: (Constant), X2 culture orgaisasi, X1 VCA

b. Dependent Variable: Y Performance

Based on the results of research on the test autocorrelation obtained aoutokorelasi value above 1.0 . That is, that the econometric tests are in use right to examine whether variab e l nuisance (rambang) each free to influence each other . It can be concluded there outocorelation between VCE and Organizational Culture with performance of State Civil Apparatus. Therefore, it can be said that the result of classical assumption test on multiple regression can be categorized as *Blue* or *Best Linear Unbiased Estimator*.

Table 13 Multiple Regression Test Results

**Coefficients \***

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	20,573	4,822		4.267	.000
1 X1 VCA	.465	.150	.290	3.112	.003
X2 Organizational Cultural	.328	.073	.418	4.482	.000

a. Dependent Variable: Y Performance

( Source: Primary data processed Researcher, 2016 )

Based on the results of research on the results of multiple linear regression analysis, obtained the model of linear regression equation, as follows:

$$Y = a + b1X1 + b2X2$$

$$Y = 20,573 + 0,465X1 + 0,328X2$$

Based on the above equation it is shown that: a) Constant Value (a) of the regression equation is 20,573 when the variable X1 and variable X2 are constant. B) 0.465X 1: gives the sense that the value of X1 plus one unit will increase the value of Y by 0.465 units with the assumption constant variable X2, and c) 0.328X 2: gives the sense that the value of X1 plus one unit will increase the value of Y by 0.328 units assuming variable X1 is constant.

**e. Simultaneous Test Results**

Table 14 Simultaneous Test Results

**ANOVA \***

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	700858	2	350429	23533	.000 *
Residual	1295.542	87	14891		
Total	1996.400	89			

a. Dependent Variable: Y Performance

b. Predictors: (Constant), X2 Organizational Cultural , X1 VCA

Based on the results of simultaneous test results obtained  $F_{count}$  value of 23.533 using the confidence interval 95% or  $\alpha = 0.05$ , then from table F distribution obtained value 23,533. Thus the value of  $F_{count} (23,533) > F_{table}$  value (2,689).His decision is  $H_0$  rejected and  $H_a$  accepted. That is, the variable VCE and OB variables simultaneously affect the performance of State Civil Apparatus .

**f. Partial Test Results**

The hypothesis of the influence of variable VCE (X1 ) on variable State Civil Apparatus Performance (Y), " Based on multiple regression analysis in Table 5.14 it is known that  $t_{count} VCE (3.112) > t_{table} (1.659)$  with significance  $t 0.003 < 0.05$ . This result shows that partially VCE variable have positive and significant influence

to State Civil Apparatus performance. Thus the hypothesis that the VCE variable, have a positive and significant effect on State Civil Apparatus performance on BKD Southeast Sulawesi Province is acceptable.

Hypothetical Influence of Variable Organization Culture (X2) on State Civil Apparatus performance (Y ), " Based on multiple regression analysis in Table 5.14 it is known that  $t_{count} OB (4,482) > t_{table} (1,659)$  with significance  $t 0,000 < 0.05$ . this result shows that partially Organization Culture variable has positive and significant effect to State Civil Apparatus performance. Thus the hypothesis that the Organization Culture variable has a positive and significant effect on State Civil Apparatus performance on BKD Southeast Sulawesi Province is acceptable.

**g. Coefficient of Determination**

Table 5.14 Table Results of Coefficient of Determination Test

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815	.665	.361	4.09807

a. Predictors: (Constant), X2 Organizational culture, X1 VCA

b. Dependent Variable: Y Performance

Based on the results of research on Coefficient Determination test shows the coefficient of determination (R Square) of 0.665 or 66.5%. This means dependent variable, i.e. the performance of State Civil Apparatus (Y) described by variable independent VCE (X1) and variable Organizational Cultural (X2) of 66.5% while 33.5% described another variable. The result of Coefficient of Determination test with 66.5% value is actually ideal relationship between three research variables. The three research variables show positive and significant acceptance levels. Likewise in the instrument made based on the processing of validity and reliability, the whole instrument is said to be valid and reliability. It can be concluded that nilai coefficient of determination (66.5%) showed the relationship VCE variable (X1) and satisfy the organizational culture variables in explaining the performance variable (Y). However, 33.5% of the coefficient of determination needs to be supported by other variables, for example, leadership variables, variables, integrity, and so forth.

**VI. Discussion**

This study showed that together have positive and significant influence between VCE variable and Organization Culture variable on State Civil Apparatus performance in BKD Southeast Sulawesi Province, coefficient of determination value is 0.351. Contribution of influence despite low, but positively and significantly affect to variable of State Civil Apparatus performance. This phenomenon reinforces that if the variables VCE and Organization Culture variables are done together well will have a positive effect on State Civil Apparatus performance. This proves that State Civil Apparatus performance in BKD Southeast Sulawesi Province is influenced by variables VCE and OB variables. The role of these two variables is very strong in improving State Civil Apparatus performance. Evidently that both variables are almost all respondents chose to agree and strongly agree. If sorted the largest influence then the VCE variable of the greatest influence. If combined with organizational culture it contributes very high on State Civil Apparatus performance improvement.

Further impact on State Civil Apparatus performance on BKD Southeast Sulawesi Province is an OB variable. The OB variable plays an important role in changing the State Civil Apparatus paradigm that originally assumed that performance if State Civil Apparatus had done the morning and afternoon absence. In addition, the paradigm that works in the office is the State Civil Apparatus who gets the portion as the executor of the activity. Organizational culture is a series of habits undertaken from the planning, action, process, annual evaluation and reward and annual punishment, should be implemented in the right way with the steps.

The results of this study indicate that the VCE variable has a positive and significant effect on State Civil Apparatus performance in BKD Prov. Southeast Sulawesi. This means that if the variable VCE State Civil Apparatus performed well BKD Prov. Southeast Sulawesi, then the State Civil Apparatus will be more competitive to improve performance and work discipline. Conversely, if not implemented then even though the regulation related to performance improvement has been there but State Civil Apparatus performance will not be maximal.

The results of this performance, supported by empirical data that shows in general respondents gave the answer agree and strongly agree, namely on engagement indicators there are 34 (37.78%) and 52 (57.78%). In monitoring and guidance indicators there are 43 (47.78%) and 40 (44.44%). In the evaluation indicator there are 44 (48.49%) and 38 (42.22%). In reward and punishment indicators there are 44 (48.89%) and 41 (45.56%).

The basis of this can be concluded that if the VCE variable then can develop the performance card it will give hope for State Civil Apparatus on BKD Southeast Sulawesi Province to compete in an effort to improve work performance. Based on current conditions, State Civil Apparatus in BKD Southeast Sulawesi Province, carry out routine work with subjective assessments. State Civil Apparatus not motivated to improve performance and discipline just completed on paper called daily attendance.

VCE variables can develop cards that can identify potential performance and expertise as well as monitoring activities of State Civil Apparatus. That's if it starts from the employment contract, monitoring and guidance, evaluation, and administration of reward and punishment.

Indicators monitoring and guidance (M & G), previously State Civil Apparatus at BKD Southeast Sulawesi Province simply not implemented monitoring. Development of State Civil Apparatus carried out but when it has been problematic. In essence, the M & G that is very important in order to foster competition, competence, discipline, and motivation through the M & G that is directed, planned, programmed and sustainable.

Evaluation indicators implemented but only to give value to the KDP-State Civil Apparatus each year end. Values obtained by how and where it is not important. While the evaluation stage in VCE, is based on results of mapping and reporting of the results of the M & G. Evaluation results of further followed by administration of reward and punishment. If earlier, reward and punishment do more subjectivity and without any valid data.

## **VII. Conclusion**

Based on the research results can be concluded as follows:

First, VCE and Organizational Cultural are stimulant positive and significant impact on the performance of State Civil Apparatus at BKD Southeast Sulawesi Province. That is, the VCE as a good performance value cards and Organizational Cultural implemented properly then the effect on the improvement of the State Civil Apparatus's performance significantly.

Second, VCE has positive and significant impact on the performance of State Civil Apparatus at BKD Southeast Sulawesi Province. That is, the VCE as performance value card in order to assess the performance of State Civil Apparatus State Civil Apparatus can improve performance significantly.

Third, Organizational Culture has positive and significant impact on the performance of State Civil Apparatus at BKD Southeast Sulawesi Province. That is, if the Organizational Cultural is implemented at BKD Southeast Sulawesi Province well (culture of planning, action, process, annual evaluations and annual reward and punishment), then certainly significantly improve the performance of State Civil Apparatus.

## **VIII. Limitations And Future Research**

This study certainly has limitations of the study as follows:

First, VCE is ideally done Confirmatory Factor Analysis (CFA) for the adoption of design theory; it is recommended in future studies on the development of the concept of doing CFA VCE into adoption theory.

Second, this study tested the VCE as an independent variable in testing the performance of State Civil Apparatus, to him it is recommended for future research plays VCE as moderation by examining employee attitude, Psychological Empowerment, organizational Commitment and Human Resource Management Practice on the performance of State Civil Apparatus.

Third, Fourth VCE indicator still has limited space State Civil Apparatus performance assessment, for future research it is recommended to add some indicators that are relevant and based CFA research.

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