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Daftar Isi (Table of Content)

Journal of Government & Civil Society

- Analysis of The Impact of Policy and Political Economics in The Development of The Rattan Craft Industry in Cirebon
- Haryono¹, Titik Sumarti², Didin S. Damanhuri³, Sofyan Sjaf²**
- 1 – 15
- (¹ Mahasiswa Pascasarjana Program Studi Sosiologi Pedesaan IPB, Indonesia)*
(² Department of Communication and Community Development Sciences, Faculty of Human Ecology, IPB University, Indonesia)
(³ Department of Economics and Environmental Resources, Faculty of Economics and Management, IPB University, Indonesia)
- Village Law, Village Government, and Community Empowerment: The Case Study in Sub-district of Kedawung, Cirebon
- Ros Awaliyah Rosadah¹, Muhammad Iqbal Bin Samadi²**
- 16 – 31
- (¹ D3 Hospitality Study Program, Faculty of Economics, Universitas 17 Agustus 1945 Cirebon, Indonesia)*
(² Universiti Kuala Lumpur-Royal College, Malaysia)
- Does COVID-19 Pandemic Transform the Performance Management of North Indralaya Sub-district Government?
- Faisal Nomaini¹, Sofyan Effendi², Oemar Madri Bafadhal³, Anang Dwi Santoso⁴**
- 32 – 49
- (^{1,3} Department of Communication Science, Faculty of Social and Political Sciences, Universitas Sriwijaya, Indonesia)*
(^{2,4} Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sriwijaya, Indonesia)
- Transparency of Local Financial Management: Evidence from Local Governments in Indonesia
- Toni Nurhadianto¹, Slamet Sugiri²**
- 50 – 70
- (¹ Department of Accounting, Institut Informatika dan Bisnis Darmajaya, Indonesia)*
(² Department of Accounting, Universitas Gadjah Mada, Indonesia)
- Diffusion of Ideology and Role of Local Party Control to Understand Aceh Post-War
- Vellayati Hajad¹, Susetiawan²**
- 71 – 88
- (¹ Department of Public Administration, Universitas Teuku Umar, Indonesia)*
(² Department of Social Development, Universitas Gadjah Mada, Indonesia)

The Implementation of Pertisun as A Policy Innovation in Absorbing Public Aspirations in Merangin Regency

Pahrudin HM¹, Agus Mustawa², Riant Nugroho³, Abdul Halim⁴

89 – 103

(¹ Departement of Governance Science, Faculty of Social and Political Sciences, Universitas Nurdin Hamzah, Jambi, Indonesia)

(² Student of Post Graduate Program of Political Science, Faculty of Social and Political Sciences, Universitas Andalas, Padang, Indonesia)

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(⁴ Faculty of Ushuluddin and Religious Study, UIN Sulthan Thaha Saifuddin, Jambi, Indonesia)

Non-Pharmaceutical Intervention Policies in Overcoming COVID-19 in Aceh: A Cross-Sectional Online Survey

104 – 120

Saddam Rasanjani¹, Aryos Nivada², Ratnalia Indriasari³, Iqbal Ahmady⁴

(¹ Department of Government Studies, Universitas Syiah Kuala, Indonesia)

(^{2,4} Department of Government Politics, Universitas Syiah Kuala, Indonesia)

(³ Jaringan Survei Inisiatif, Indonesia)

The Transparency Honorary Board of Election Organizers in The Violations Trial of The Election Ethics Code Organizers in Indonesia

121 – 137

Lulu Qurrata A'yun¹, Nuryanti Mustari², Ahmad Harakan³, Nursaleh Hartaman⁴

(^{1,2,3,4} Department of Government Studies, Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar, Indonesia)

Rent-seeking Practices in The Budget Policymaking Processes at Local Government: Case Studies in Indonesia

138 – 161

Salahudin Salahudin¹, Achmad Nurmandi², Kisman Karinda³, Tinuk Dwi Cahyani⁴

(¹ Department of Government Studies, Universitas Muhammadiyah Malang, Indonesia)

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Muhammadiyah Social Movement: Networking and Philanthropy in Handling Covid-19 in Indonesia

162 - 182

Dian Eka Rahmawati¹, Cahya Wulan²

(¹ Departement of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia)

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Does COVID-19 Pandemic Transform the Performance Management of North Indralaya Sub-district Government?

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ABSTRACT

The purpose of this study is to illustrate how sub-district governments manage performance during a time of crisis, specifically the COVID-19 pandemic. When the pandemic struck, the government, which had been criticized for its excessive concentration on routine and administrative affairs, was at a loss for how to respond. COVID-19 requires the government to perform double duty since it must continue to deliver ordinary public services while also working harder to contain the spread of COVID-19 at all levels. Thus, performance management is critical for assuring organizational performance and managing the performance of its personnel in the face of increasing work stress and work-related weariness. This study employed a qualitative method and a case study approach in the North Indralaya sub-district government. The study's findings indicate that, aside from implementing work-from-home policies and increasing the use of information and communication technologies in public services, the sub-district government has made few modifications to performance management. As a practical consequence, adaptive and evidence-based performance management must be implemented to enable a more rapid response to the dynamics of society as a result of the COVID-19 pandemic. Due to the qualitative nature of the current study, a future study may examine the same issue using quantitative research, assessing the influence of current performance management on employee satisfaction, performance, and motivation.

Keywords: Performance management, sub-districts, Covid-19

ABSTRAK

Tujuan dari penelitian ini adalah untuk mengkaji bagaimana pemerintah kecamatan mengelola kinerja pada masa krisis, khususnya pandemi COVID-19. Ketika pandemi melanda, pemerintah yang dikritik karena konsentrasinya yang berlebihan pada urusan rutin dan administrasi, memiliki sedikit pengetahuan tentang bagaimana meresponsnya. COVID-19 menuntut pemerintah untuk melakukan tugas ganda, karena harus terus memberikan pelayanan publik biasa sambil juga bekerja lebih keras untuk menahan penyebaran COVID-19 di semua tingkatan. Dengan demikian, manajemen kinerja sangat penting untuk memastikan kinerja organisasi dan mengelola kinerja personelnnya dalam menghadapi peningkatan stres kerja dan kelelahan terkait pekerjaan. Penelitian ini menggunakan metode kualitatif dan pendekatan studi kasus di Pemerintah Kecamatan Indralaya Utara. Temuan studi menunjukkan bahwa, selain menerapkan kebijakan bekerja dari rumah dan meningkatkan penggunaan teknologi informasi dan komunikasi dalam layanan publik, pemerintah kecamatan hanya melakukan sedikit modifikasi pada manajemen kinerja. Sebagai konsekuensi praktis, manajemen kinerja yang adaptif dan berbasis bukti harus diterapkan untuk memungkinkan respons yang lebih cepat terhadap dinamika masyarakat akibat epidemi COVID-19. Karena sifat kualitatif dari studi saat

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ini, studi masa depan dapat memeriksa masalah yang sama menggunakan penelitian kuantitatif, menilai pengaruh manajemen kinerja saat ini terhadap kepuasan, kinerja, dan motivasi karyawan.

Kata Kunci: Manajemen kinerja, kecamatan, Covid-19

INTRODUCTION

The COVID-19 pandemic is one of the most sudden disruptions to organizations in recent decades. It forces organizations and employees to work in situations of unprecedented uncertainty (Bruinen de Bruin et al., 2020; Ruck Keene, 2020; Stukalo & Sisihova, 2020). This kind of pandemic results in a wide range of significant economic, social, and political disruptions as it disrupts the nature of work, creates ambiguity and shift for organizations, and changes employees' perceptions of the working environment and conditions. (Bodrud-Doza, Shammi, Bahlman, Islam, & Rahman, 2020; Suryahadi, Al Izzati, & Suryadarma, 2020; Venuleo, Gelo, & Salvatore, 2020). In such a situation, the government takes various responses by adapting performance management practices to ensure the continuity of the organization. This brings employees to work overload situations that trigger stress and fatigue and ultimately affect the employee's physical and psychological condition (Behrens & Naylor, 2020; George & Tarr, 2021; Lionardo, Kurniawan, Ivana, & Nasirin, 2020).

Government employees, due to the COVID-19 pandemic, are reported to have higher work stress and fatigue problems. This is triggered because they have to work overtime to respond to various problems that arise due to the COVID-19 pandemic (Azizi, Atlasi, Ziapour, Abbas, & Naemi, 2021; Collings, McMackin, Nyberg, & Wright, 2021). On the other hand, they must also continue to complete administrative matters and the routine services they provide to the community. Therefore, there is a great demand for studies that explore performance management, especially workload and work intensity to formulate appropriate performance management strategies. (Azizi et al., 2021; Collings et al., 2021).

The government has formulated a series of policies to improve business continuity and various performance management to address the challenges of COVID-19. Among these responses are work from home policies, the use of information and communication technology, and changes in public service processes (Azizi et al., 2021; Collings et al., 2021). Another challenge relates to communication within organizations and between public organizations in the COVID-19 pandemic situation. Employee communication patterns to ensure organizational performance is disrupted because COVID-19 forces people to reduce physical interactions and until COVID-19 strikes, working mediated by technology is not easily accepted by public organizations (Siddiqi et al., 2021).

As a consequence, academics have made responses in the form of a collection of literature on performance management in crises ranging from natural disasters, economic

crises, and also pandemics. (Azizi et al., 2021; Collings et al., 2021; Zhong, Li, Ding, & Liao, 2021). The psychological aspect of employees is one of the most explored spaces. Crisis situations have disrupted the psychological condition of employees by causing stress, frustration, anxiety, excessive fear of fatigue. All of which ultimately interfere with the achievement of organizational goals. As a practical consequence, organizations, in crisis situations, must manage their workloads and work rhythms and provide an adequate variety of work resources (Azizi et al., 2021; Collings et al., 2021; Zhong et al., 2021).

In addition, another research gap that this research will try to fill is how to manage performance in the COVID-19 pandemic situation. This aspect is crucial because in a pandemic situation, society is very dependent on the government and therefore the professionalism and contribution of the government's human resources are important, especially to meet the ever-increasing demands. (Rogerson & Rogerson, 2020; Tung, 2021; Wilson, 2020). The burden on government employees increases as they are required to handle the business they have never done before (Shammi, Bodrud-Doza, Towfiqul Islam, & Rahman, 2020; Zhu, 2020). One of them is an activity to navigate complex and layered health protocols in a situation full of uncertainty. As a consequence, work assignments, work, roads, and non-work demands increase. On the other hand, routine public services must also continue to be carried out.

On the other hand, in conditions of poor performance management, the consequence is an inappropriate response. If it is not responded to with good performance management, it is feared that the crisis will become more and more poorly managed. On the other hand, performance governance in the public sector has long been criticized for its inefficiency and ineffectiveness, failure in performance management, and failure to set goals, set standards, and evaluate performance achievements according to needs. (Ahyaruddin & Akbar, 2017; T Christensen, Lægreid, & Stigen, 2006; Dascalu, Marcu, & Hurjui, 2016; Radnor & McGuire, 2004). Another challenge is the gap in the availability of skilled human resources to achieve the performance burden they bear due to changes in the perspective of generations Y and Z towards working under public organizations.

In the COVID-19 pandemic situation, public organizations can't increase the number of personnel even though the work they do is increasing therefore effective performance management is the key to achieving performance. Effective performance management refers to the strategy of an organization that supports the achievement of performance despite unexpected surges in work and disruptions. As a consequence of this increase in workload, there is work stress which leads to various kinds of disturbances, and in the end, government employees do not work effectively to deal with COVID-19.

The Ministry of Administrative Reform and Bureaucratic Reform released Circular Letter No. 19 of 2020 about Adjustment of the Work System of State Civil Apparatus in Efforts to Prevent the Spread of COVID-19 in Government Agencies. The COVID-19

pandemic was declared a non-natural national catastrophe on March 16, 2020. For the State Civil Apparatus, this Circular Letter is meant as a guideline for government agencies to work from home to prevent and minimize the spread of COVID-19.

In Indonesia, concerning the management of government employees, the Ministry of Administrative Reform and Bureaucratic Reform published Circular Letter No. 19 of 2020 concerning the Adjustment of the Work System of State Civil Apparatus in Efforts to Prevent the Spread of COVID-19 in Government Agencies. This letter was issued on March 16, 2020, in response to the COVID-19 epidemic being declared a non-natural national calamity. This circular letter is designed to serve as a guidance for Government Agencies in carrying out their official responsibilities while working from home for the State Civil Apparatus to avoid and minimize the spread of COVID-19.

The following circular letter regulates human resource management amid the COVID-19 pandemic: Circular letter of the Minister of Administrative and Bureaucratic Reform No. 34 of 2020 Concerning Amendments to the Circular letter of the Minister of Empowerment of State Apparatus and Bureaucratic Reform No. 19 of 2020 Concerning Adjustment of the Work System of the State Civil Apparatus in Efforts to Prevent the Spread of COVID-19 in Government Age The policy regulates a variety of issues, including the expansion of the period during which employees can perform official tasks from home/residence (work from home) and changes to the work system.

The third circular letter is the Minister of Administrative and Bureaucratic Reform's Circular Letter No. 38 of 2020 on the Protocol for the Implementation of Work From Home for State Civil Apparatus for the Prevention of COVID-19 Spread in Government Agencies. This policy amends the Minister of Administrative and Bureaucratic Reform's Circular Letter No. 34 of 2020 concerning Amendments to the Minister of Administrative and Bureaucratic Reform's Circular Letter No. 19 of 2020 concerning Adjustment of the State Civil Apparatus's Work System in Efforts to Prevent the Spread of COVID-19 in Government Agencies. This guideline is intended to provide direction to work unit leaders and ASN who conduct work-from-home activities. Meanwhile, the policy's objectives are to (1) ensure that ASN meets work and performance targets when performing official tasks at home/residence; (2) ensure that public services continue to operate successfully; and (3) safeguard ASN from the risk of COVID-19 transmission.

Departing from practical and academic needs related to performance management in crises, especially for public organizations, this study aims to explore how a government agency manages organizational performance by responding to various regulations containing various demands from the central government to district governments, adapting to various kinds of environmental changes that also change people's expectations of how they should work and how leaders in the organization exercise discretion to respond to these changes.

This research takes a case study in the District Government of North Indralaya. In the study of public organizations, the sub-district is a unique level of government because it is a meeting place for the lower levels of government, namely the villages (*kelurahan*) and the government level at the district/city level, becoming an important link for various kinds of public interests. (Silalahi, 2015; Yayat, 2017). In the COVID-19 situation, the government at the sub-district level has a role as a hub from the village (*kelurahan*) level and the district/city government level. The current study employed the dimensions of performance management by the United States Office of Personnel Management (2008) which divides several key components of performance management including planning, monitoring, developing, rating, and rewarding.

RESEARCH METHOD

This study aims to explore human resource management in a crisis, namely the COVID-19 pandemic by taking a case study in North Indralaya District, Ogan Ilir Regency. To achieve this goal, the research design employed in this study was a qualitative design with a case study method. Meanwhile, the study approach is an approach that is intended to carry out an in-depth investigation of an individual, group, or event to explore the causes of a case and the principles that underlie it. (Creswell, 2003). Case study strategies involve people, groups, events, decisions, policies, and institutions that can be studied holistically (Yin, 2018). The qualitative case study design was chosen because its purpose is to explore and understand the meaning of several individuals and groups of people and their response to an issue or problem. In this case, this research is intended to understand the organizational response, namely Ogan Ilir District which implements various regulatory frameworks regarding HR management in crises, and also the various actions of leaders who take discretion in crises.

As this research wants to know the response of the North Ogan Ilir District in designing and implementing human resource management in a crisis, the unit of analysis in this study is the organization in this case the North Indralaya District Government. Meanwhile, the informants of this research were various kinds of leaders and staff related to human resource management. Some of the informants in this study are contained in Table 1.

Table 1. Research Informants

No	Key Informants	Function
1	Head of District	Explain the role of leadership in performing performance management, and changes in performance management patterns during the Covid-19 pandemic.
2	District Secretary	Explain the conditions for implementing performance management and the inhibiting factors during the Covid-19 pandemic.
3	Head of Sub-Section General, Personnel, Finance and Assets and Head of Sub-Division of Planning, Evaluation, and Reporting	Provide information regarding employment conditions and employee performance
4	Head of Government Section, Head of Public Peace and Order Section, Head of Social Welfare and Youth Section, Head of Community Development and Empowerment Section, and Head of Public Service Section	Provide information regarding employment conditions and employee performance

This study used both primary and secondary data. The primary data came from interviews and observations, while secondary data came from several laws and rules guiding performance management. This study used in-depth interviews, observation, and documentation to acquire data. Interviews were conducted with the Table 1 informants. Each informant was recruited for a specific reason. An interview guide was used to elicit replies from each source. We acquired permission from the Ogan Ilir Regency's National Unity and Political Agency before conducting the interview. After

clearance, we submitted study suggestions to North Indralaya Sub-district Government. We meet with each informant after approval. We recorded interviews with consent. We also used field notes to outline key themes from each of our interviewees.

Furthermore, observations were made of how government employees in North Indralaya Sub-district Government work and interact with coworkers and the community. During a crisis, many regulations and policies controlling human resource management were documented. Data collection, reduction, presentation, and conclusion drafting were all guided by the Miles and Huberman (1994) interactive model. These are (1) Collecting data: this stage involves transcribing interviews, scanning documents, entering data, sorting and organizing data by source; (2) Data reduction: data categorization, direction, and organization help to generate a more exact picture of the results of observations; (3) Data presentation: data are presented in the form of tables, graphs, and correlations. The data is organized and formatted in a way that makes it easy to grasp; (4) Conclusion: In the absence of strong evidence, the preliminary judgments may change. Qualitative study conclusions can address the initial problem formulation.

RESULTS AND DISCUSSION

Performance Management in the COVID-19 Situation by North Indralaya District

As this paper aims to explore government performance management, in this case, the North Indralaya District Government in the COVID-19 situation, this section of the discussion will describe performance management in terms of performance management stages, namely (1) planning, (2) monitoring, (3) developing, (4) ranking, (5) rewarding. Performance management is the process of a management process established to link organizational goals with individual goals in such a way that both individual goals and company goals can be aligned. This explanation emphasizes that within an organization's scope of work, it is not only the individual goals of the workers/employees that are achieved but also that the workers/employees also play a role in achieving organizational goals, which at the same time can make him motivated and get greater satisfaction from these achievements. To fulfill this alignment, a company/organization must be able to define concretely the results to be achieved, employee behavior, and employee characteristics needed to implement strategies, and develop measurement and feedback systems that will be provided regarding the results of employee performance.

Planning

The main thing in the planning dimension is about setting performance expectations and goals for a group and or individual so that they strive to achieve organizational goals. The basic difference between private organizations and public organizations generally lies in the foundations set for the implementation of performance management

on their employees. Public organizations, which in this case are the Government, generally have one standard basis in the form of central government regulations as the main reference in implementing performance management.

Based on the results of the interviews, we found several important things, related to employee performance planning. The first is that performance appraisal indicators are set based on statutory regulations, in this case, are regulations related to ASN management and also the main tasks and functions of the sub-district. This is then translated into each organizational structure from the Head of District, Secretary to the District, Head of Sub-Division, and Head of Section to staff. Performance achievements are compiled based on the main tasks and functions assigned to each section/field. Another finding is related to the assessment process which is measured in stages. These findings indicate that there is no change in the performance planning of both individuals and organizations even in a crisis where everything should be changed due to a reduction in resources, such as budgets, and additional burdens such as new tasks in managing COVID-19.

Monitoring

The second dimension in performance management is the monitoring dimension. Conceptually, the theory of monitoring in performance management is consistency in measuring performance and providing continuous feedback to employees and workgroups to find out their progress in achieving organizational goals. Monitoring is also often referred to as a control and supervision mechanism. Sondole(2015) explained that supervision is a way for an organization to achieve effective and efficient performance, and further supports the realization of the organization's vision and mission. While Jufrizen (2016) defines supervision as an overall activity that compares or measures what is being or has been implemented with criteria, standard norms, or plans that have been previously determined. The importance of monitoring and control in an organization is because employees who always receive direction and control from superiors tend to make fewer mistakes or deviations compared to employees who are not controlled by the leadership. (Kadarisman, 2013).

Based on the results of interviews, we found that monitoring was carried out at every level of the money leadership element and carried out direct monitoring of working employees. Monitoring is carried out regularly every day. The reference for this monitoring activity is the Employee Performance Target (SKP) which was made at the beginning of the year. The reference is synchronized based on the observations of each leader. In addition, the monitoring process is also carried out based on the main tasks and functions attached to certain fields or sections. In this regard, the monitoring process can be very subjective because it is carried out only by the leadership. Like and dislike factors, more or less, will

contribute to the achievement of employee performance. Therefore, it is feared that the results will be very subjective.

Development

The third dimension of performance management is the development dimension. Development in performance management is increasing employee capacity through training, assigning tasks that require new skills or require great responsibility, improving work processes, or other methods. (United States Office of Personnel Management, 2008). The development dimension has even become one of the central topics in the branch of management science and has developed into a separate study, one of which is Human Resource Management. The emergence of a separate study regarding the dimensions of development, one of which is suspected that through development, namely the development of employee capacity, organizational performance will move in a better and more positive direction. Siagian(2013)explained that development in the context of Human Resource Management can be interpreted as the management and utilization of existing resources in individuals (employees).

Regarding employee performance development, we found some interesting findings. The sub-district applies a pattern of training and capacity building that has been organized by the district government. This is because there has been a job analysis and workload analysis that has been carried out to map employee competencies. So, the sub-district cannot be free in terms of employee development. However, there is still little room left for employee development from the small available budget. The leadership provides flexibility for employees to participate in training by prioritizing the suitability between the type of training and the capacity of the employee. In addition, it relates to employee development in the COVID-19 era. Employee development by the directives of the central and local governments, and the existence of counseling collaborations between the sub-district government and various agencies regarding the acceleration of COVID-19 prevention, both as organizers and as participants.

Rating

The third dimension that will be discussed in performance management is the ranking dimension. Dwiyanto(2002)argues that ranking is an assessment method by sorting the ranks of employees starting from the lowest to the highest based on their abilities. Ugu and Achayat(2003)explained that the ranking method is also called the man-to-man comparison method, which is an assessment method by arranging people who are judged based on their level of various traits or characteristics being assessed. Ranking in the performance management process is not only considered to find out who is the best among

the people to be assessed but to find out whether the person has performed according to the performance plan that has been made previously.

About ranking or ranking, although this is not a characteristic of the Indonesian bureaucracy, the sub-district government imposes a ranking through an assessment and assigns a value weight to the quantity and quality of the employee's work through the employee's SKP. The assessment ranking is also carried out through DP3 which is a component of the work behavior assessment, especially ASN. The ranking mechanism is not carried out by giving individual ratings because the work system in government institutions is different from private/private institutions. With regards to COVID-19, this mechanism is still being implemented during the Covid-19 pandemic and has not undergone any changes in its implementation.

Rewards

The Rewards dimension, which is the last dimension in a series of dimensions in performance management, has a core point about how an organization rewards employees for their achievements, dedication, contribution, or achieving a target that has been achieved. Veithzal (2004) explains that reward is an incentive or motivation to improve a person's performance which is generally manifested in the form of financial (monetary incentives) such as the provision of incentives, allowances, bonuses, and commissions. The reward aspect in an organization is important because it is the main impetus for a person to become an employee, it also has a great influence on work enthusiasm and enthusiasm. The reward program is important for organizations because it reflects the organization's efforts to retain human resources as a major component and is an important cost component for competitors.

The research findings show that rewards in the form of rewards, incentives, and so on following the rules set by the district government in its implementation. Rewarding that is personal from the leadership element is the leadership's discretion by considering the employee's performance achievement and the excess workload carried out by the employee. In addition, the punishment mechanism that is applied if there is a violation follows the stages of punishment from the applicable laws and regulations. The leader gives a direct warning if there is a violation before applying the punishment method according to the stages in the regulations.

DISCUSSION

This paper aims to explore performance management in crises and to obtain a simple formula for what governments can learn when dealing with similar issues. Our research findings show and confirm various previous studies that many organizations, including public organizations, do not have an adaptive performance management system, they have a rigid performance management system that focuses too much on administrative matters (Adler, 2021; Aguinis & Burgi-Tian, 2021a; Mai, 2020). The findings that sub-district governmentshange how they manage performance shows that they do not consider performance management to have a strategic role, and also proves that what is important is the administrative system (Aguinis & Burgi-Tian, 2021b; Celentano et al., 2021).

As our research findings show that about outcomes, the sub-district government has not made much effort to change performance appraisals of both individuals and organizations. The literature has stated that COVID-19 carries at least a double burden for individual government employees(Shammi et al., 2020). On the one hand, they are faced with routine public services that must be carried out and on the other hand, they must be involved in handling COVID-19 cases. The sub-district government, in this case only acts as a hub, without being burdened with the responsibility to participate in monitoring and participating in preventing the COVID-19 pandemic. This must then be changed, that the consequences of this double burden, in addition to pouring out the task load of the main tasks and functions, the burden related to reducing and monitoring the COVID-19 pandemic must also be used as the basis for employee performance.

In this setting, the COVID-19 pandemic crisis compels the central government to establish performance management systems to ensure more accountability, accountability, and improved outcomes. However, the sub-district government identified several obstacles to reaching this goal in this study. From a financial perspective, this study discovered without budgetary resources, it is impossible to provide the necessary personnel, technology, materials, and other components for developing and utilizing performance measurement. A lack of strategic planning contributed to the delays. Due to their diminutive size and proximity to the issue, sub-district governments may appear to wield greater influence than they do. The following comparison is between the degree of difficulty and ease of comprehension. Clarity and consistency in goals, as well as a straightforward task, make monitoring and implementing performance management easier. If a task is difficult to quantify, it is likely to be opposed by employees due to the amount of front-line judgment required and the lack of structure. Due to goal ambiguity and task complexity, performance measurement is difficult to apply successfully in sub-district governments.

From setting goals, governments, like private organizations, must learn that many things in government are no longer relevant and must be reduced or even stopped because they are no longer relevant when dealing with COVID-19. Routine planning patterns, including performance planning, can no longer follow the old patterns that depend on work routines, performance planning must be more dynamic following the development of various external factors, such as the COVID-19 pandemic which has consequences on the understanding of performance, how to assess it and what are the consequences (Camilleri, 2021; May 2020). There should be a discussion related to the alignment of what priorities should be done first, second and so on and also what is no longer a priority and should be as soon as possible not to be included as part of employee and organizational performance.

Employee performance regulation is also needed because the pandemic exacerbates employee stress and fatigue (Aguinis & Burgi-Tian, 2021b; Lee, 2021). This is because there is an increase in stress levels due to an increased workload. Another problem is the lack of communication, feedback, and support which can usually be done easily because employees can interact face-to-face. Another contributing factor is the increase in time pressure due to additional working hours for certain jobs that require a quick response, such as handling COVID-19 (Aguinis & Burgi-Tian, 2021b).

Research findings show that performance appraisals are made for administrative purposes such as promotions and payroll. It ignores the other benefits of performance appraisals namely communicating organizational priorities and reinforcing them, supporting employee development, planning and maintaining individual and organizational quality and performance, and important information for decision making. This should be fatal because performance management in crises increases the role that is not stated in the main tasks and functions or called organizational citizenship behavior (OCB), which is a descriptive behavior that contributes to the overall effectiveness of the organization. (Aguinis & Burgi-Tian, 2021b, 2021a). In crises, OCBs are very important because they must contribute both in thought and action to help the organization survive.

Therefore, to conclude this discussion. The COVID-19 pandemic is valuable for two things. The first is a valuable moment for the government to evaluate its overall performance and start to cut various performance measurements that are not important to do. Second, this is a moment to document various activities in dealing with crises to be used as knowledge when facing similar crises. For this reason, an adaptive performance management system is a current need, a system that can measure employee performance for their innovation and speed in learning for organizational survival. (Aguinis & Burgi-Tian, 2021b; Azizi et al., 2021). In addition, the performance appraisal system must also come from multiple sources to facilitate communication and feedback regarding employee performance.

CONCLUSION

The study aims at illustrating the performance management of sub-district governments during a time of crisis, specifically the COVID-19 epidemic. This study examines the sub-district government, which serves as a liaison between the district/city administration and the government at the lowest level, namely the villages. Apart from the sub-district government enforcing performance control through the introduction of work-from-home policies and the increased use of technology to communicate and offer public services, little has changed in terms of government performance management. Even if performance management should have been altered since it faces at least a dual duty, namely containing the spread of COVID-19 while continuing to carry out normal public service functions.

Finally, the implementation of adaptive and evidence-based performance management may be considered for the sub-district government to survive and transition from the performance appraisal function as an administrative measurement to a performance management function capable of assisting the sub-district government in achieving organizational performance in the event of a COVID-19 pandemic. Adaptable performance measurement is critical for sub-district government to deal with emergencies, minimize job stress and burnout, solve problems more creatively, and demonstrate individuals' and organizations' adaptive aptitude as evidence of their ability to deal with crises.

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