

# The Analysis of Sustainable Performance Management of Government Institution in Indonesia: A Public Policy Perspective

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**Abstracts:** This research aimed to understand sustainable performance management that was significant at the ontological and sociological levels. The problem was very interesting to be analyzed by conducting a qualitative research method based on public policy theory. Data were collected through in-depth interviews, observation, and documentation related to cases in Indonesia. Data analyzed by using interactive models were data reduction, data display, data verification, and supported by triangulation. The results were based on the ontological and sociological levels using public policy perspectives for improving sustainable performance management policy and practice. The vision and mission of public policy in managing policy were needed to provide stakeholders with information related to the regulations and sanctions. This result provided inputs to improve regulation on sustainable performance management policy in Indonesia for state agencies as public officials and practitioners.

**Keywords:** Public Policy, Sustainable Performance Management.

## 1. INTRODUCTION

Public sector organizations cannot be static and passive. Every government in the public sector must be more agile and innovative, including the Government of Indonesia. The governance of the Indonesian government certainly must be able to respond to all issues and challenges that arise. Indonesia's vision, mission, goals, and strategies must be able to respond to all the challenges that arise. Efforts to implement administrative reform are by applying new ideas to the administrative system in order to build a system with positive goals. The main trend in government issues will never be separated from public needs. Governments can identify, assess, prioritize public needs, and then develop appropriate services to meet those needs.

In Indonesia, the government has been unable to correctly identify public needs and make priorities according to public expectations. Based on the 2020 National Evaluation Results Report published by the Ministry of Empowerment of State Apparatus and Bureaucratic Reform, government agency budget waste has been identified. The results of the analysis state that there is potential for budget inefficiency because the formulation of development targets is not result-oriented, programs/activities are not able to answer development targets, and there is no synergy between work units of cross-cutting programs and activities in achieving development targets.

Developing performance management and encouraging organizations to be adaptive and responsive is essential. Performance management can run well if it is supported by three dimensions, namely value, operational, and institutional. The Value dimension is related to values in public sector organizations. The institutional dimension is related to legal documentation, which is the umbrella for performance management. The operational dimension is related to the operational technicalities of ongoing performance management, such as the stages that occur and other operational matters. It is necessary to improve performance management to be more comprehensive. It can be used as a reference in observing the implementation of performance management in Indonesia.

Based on the observation and information stated above, sustainable performance management policy has multiple interpretations at the policy level. At the implementation level, the implementation of sustainable

performance management policies will be implied. This study aimed to understand the analysis of public policy on managing sustainable performance management policy based on public policy theory.

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### **1.1. Background**

The public sector dealings with uncertain conditions in a nation and state. The government is required to be able to minimize potential losses or development failures in the future. This is because the function of the government is to be at the forefront of the nation and state in for the convenience and smooth operation of public activities. Various issues that occur in the future such as megatrends, globalization, big data, the development of Information and Communication Technology, as well as political, economic, social issues at home and abroad, are new challenges that every government must deal with. The government must become an adaptive and capable institution in an effort to respond to various changes that occur. Uncertainty requires the government to be dynamic by balancing the various changes that may arise from within and outside the organization. There are three dynamic capabilities, namely thinking ahead, thinking again, and thinking across, which lead to adaptive policies. Capable people and agile processes are two key elements in developing dynamic governance capabilities.

The fundamental effort to fix these problems is to implement performance management. Performance management will facilitate the process of creating a logical program that links performance-based planning and budgeting. Performance management is managed and regulated by the leadership. Leaders have the authority, flexibility, and discretion to create results-oriented activities. In addition, the existing internal systems in the organization must also encourage the achievement of goals by arranging activities that have impacts. It is necessary to regulate the government's performance management mechanism, especially between leaders and stakeholders under their authority in the principle of performance management to achieve results. The role of the leader becomes vital when he is able to influence employees, teams, and organizations. Therefore, the leader has an important role in the implementation of performance management.

The importance of leadership as a catalyst for employee performance is not the only focus of performance management implementation. Internal motives in performance management require the support of the legality of performance activities, monitoring processes, and the availability of information that can support employee performance motivation. Performance management helps an organization check the condition of the organization's performance; whether organizational performance is achieved and what the reasons for the success and failure of the performance are. Thus, performance management must be able to support the implementation of sustainable performance management and have an impact on economic potential and changes in social environmental activities.

Basically, the government should make improvement efforts in order to keep up with the developments and dynamics of society through sustainable performance management. There are empirical problems, which include overlapping regulations, systems dominated by processes rather than results, the absence of the use of information technology, and the lack of communication between work units or known as sectoral ego. This can be seen in the fluctuations in the value of performance management in conjunction with changes in regional leadership. In terms of theoretical issues, there is no bridge between sustainable performance management supported by the implementation of internal mechanisms. The current concept of sustainable performance management only focuses on results, not on the organization's internal mechanisms, such as what needs to be done to make performance management sustainable. The existing problems are highly correlated with the value, operational, and institutional dimensions. There is a need for research that discusses the development of these three dimensions in line with empirical problems that occur in Indonesia.

The issue of sustainable performance management in provincial governments has not been widely discussed in

the literature. All the previous literature discussed more about improving performance management, implementing performance management, and evaluating performance management. There is little literature discussing sustainable performance management at the central and district/city levels of government. Complete discussion of sustainable performance management only at the organizational level of the business sector. Therefore, it is necessary to do a research on sustainable performance management in the Provincial Government by bridging the internal organizational strategies that must be carried out by the Provincial Government to achieve sustainable performance management that does not only focus on achieving development goals, but also sustainable and resilient performance management mechanisms.

The human resource management and its implication provides inputs for making better regulation and policy (Toruan, Gusti, & Riyadi, 2023). Implementation of performance accountability system for government institution provides inputs for making better regulation on implementation of performance accountability system for public officials and practitioners (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023a). The Performance Accountability System For Government Agency provides inputs for making better regulation on performance accountability system for government institution policy (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023b). Transformational Leadership, Technology Adoption, Public Service have significant positive effect on Job Competency (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023b). The leadership and service are useful for improving policy and practice and providing information to stakeholders (Purbiantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023a). The user satisfaction has a positive and significant effect on organizational performance (Sinulingga et al., 2023). Public Private Partnership policy and practice provide information to stakeholders related (Syahrudin, Wijaya, Suryono, & Riyadi, 2023). The role of Workplace Spirituality mediates effect of Information Technology on Innovative Work Behavior and mediates effect of Transformational Leadership on Innovative Work Behavior (Susilo, Astuti, Arifin, Mawardi, & Riyadi, 2023). The collaboration have to be involved the related institutions and should be conducted for making better regulation on disaster management (Tjahjono, Suryono, Riyanto, Amin, & Riyadi, 2023). Managing conflict strategy and its implementation are needed for providing information to stakeholders to provides inputs for making better regulation and policy (Toruan, Riyadi, & Gusti, 2023). Improving policy are needed for providing information and produce a clear input for public officials in making better regulations (Rozikin, Wijaya, & Riyadi, 2023). The community empowerment positively affected production capacity and social capital (Nuraini, Saleh, Wike, & Riyadi, 2023). The Collaborative Governance in Digital Infrastructure Development and its implementation are needed for providing information to stakeholders (Rozikin, Sulisty, Saleh, Hermawan, & Riyadi, 2023). It was necessary to formulate and implement a policy as inputs for making a better regulation in managing the implementation of policy (Sipayung, Sumartono, Saleh, Rozikin, & Riyadi, 2023a). The Content of Policy and Context of Implementation are positively affected the Program. The Collaborative Governance positively affect the Program (Sipayung, Sumartono, Saleh, Rozikin, & Riyadi, 2023b).

Based on the explanation above, there are no statutory level of regulation as a legal umbrella on sustainable performance management policy. At the novel level, it is necessary to have an analysis of sustainable performance management policy and a deeper exploration of ontological and sociological level. How are the supporting and inhibiting factors for sustainable performance management and the proposed model for sustainable performance management in Indonesia?

## **1.2. Research Objectives**

This research is helpful for academicians and practitioners in adding knowledge about public policy theory. This research also serves as a recommendation for the legislative and executive as the public officials to make revision and detailed regulations on sustainable performance management.

## **2. ORIGINAL RESEARCH**

There is research discussing the use of performance management focusing on the efforts made between levels of government in implementing performance management. A capacity building framework is proposed through the government's strategies, namely: increasing local leaders' awareness and commitment to performance

management; providing technical assistance to improve local government capacity; encouraging local governments to take performance management seriously; institutionalizing regional efforts that use performance management practices broadly (Ateh, Berman, & Prasajo, 2020).

There are other research aiming to review performance management systems. The Korean Government's performance management system has developed distinct features, such as strong political leadership, diversity in the types of performance evaluation, institutional involvement of civic experts, and a system of co-operating among assigned agencies for efficient performance management. This research concludes that the government's performance management system requires further improvement in 3 dimensions, first is institutional dimension, which consists of performance evaluation carried out by the main agency), operational dimension, which consists of integration of performance planning, performance measures, collaboration of government agencies in the implementation of performance management. Last is value dimension, which consists of establishment of valid goals and performance indicators, direct relationship between evaluation results and personnel remuneration (Roh, 2018).

The government collects performance data and integrates it into sustainable management practices. Regular and systematic assessments aim to determine the extent to which efforts have been made to achieve performance objectives. Research findings show that a large number of local governments in the US are involved in sustainability performance assessment, but they have different abilities to set appropriate indicators and support mechanisms for improving local sustainable performance management (Park & Krause, 2021).

Durability is the ability to withstand shock and maintain critical function, which has been recognized as an important approach to keeping it operational under various conditions. Specific management models that are able to define functions and constraints contribute to the resilience of sustainable performance. The resilience engineering model integrates sustainable development for performance management with several functions: the ability to anticipate, respond, and learn and survive (Bouloiz, 2020).

There are three different implementation patterns in the context of power, communication, and a tendency to learn, namely formal compliance, shared vision, and technical oligarchy. Implementation of formal compliance is controlled by professional experts, has limited internal commitment lead to difficulty in completing the implementation process. Implementation of a shared vision involves many staff in local government in the learning and communication process. Technical oligarchy approach, centralized power, communication, and a tendency to learn are only limited to the middle class and internal groups (Agasisti, Agostino, & Soncin, 2020).

The importance of performance to support sustainable development through indicators is used to assess sustainability aspects. Sustainable development implies concern for the simultaneous achievement of three categories of goals: economic, social and environmental. Global performance objectives in industrial systems with several indicators are used to assess sustainability aspects, such as production costs, quality, energy consumption, and safety (Fechete & Nedelcu, 2019).

There are 2 approaches to collaborative performance management. Inter-agency collaboration and intra-agency collaboration. There are several factors that strengthen intra-institutional collaboration, namely accountability for institutional goals and investment in institutional performance systems, which are still considered to weaken collaboration between institutions. However, other factors such as seniority, participation in goal setting, and goal salience can encourage both types of collaborative performance management. Senior managers are more committed to collaborating on performance management. This practical implication highlights the importance of clear communication of the value and relevance of goals to encourage collaboration and involve managers in goal setting so that they feel more motivated to collaborate in achieving organizational goals (Choi & Moynihan, 2019).

The performance management is an important human resource management practice to facilitate organizational performance. To improve the performance management process is to reduce formal procedures and more to manager-employee interactions. Managers operate processes through their influence on employees, teams, and

organizations. Performance management components at various levels use relational dynamics (Tseng & Levy, 2019).

The talent Management hybrid model found that hard skills, competency, and performance have a positive influence on talent management (Hendriarti, Othman, Arif, Assery, & Jamal, 2022). The abuse of power in Indonesia has an impact on deviant actions that are not only under pressure from power, but also the moral behavior of public officials (Riyadi, 2020b). Abuse of power involves a lot of conflict of interests. The service policy must be controlled by the state for the greatest prosperity of the people. The conflict of interest to maintain power in the service policy causes state losses and harm to the people (Riyadi, 2020a). Because of weak in law enforcement in solving cases of politicians of state officials causes many cases to be delayed in the prosecution process. This is an indication of weak law enforcement (Riyadi, Wibowo, & Susanti, 2020). In particular case, dispute of right of individual property adopted individual and communal rights as well as self-government property rights are analyzed through strategic analysis theory and since it is related to public policy (Riyadi, 2017). There has been an abuse of power against the authority of the state institution. It would be better for lawmakers to think about operational accountability that requires a check and balance system in law enforcement (Riyadi, Hermanto, Harlina, & Purnomo, 2020).

There is a difference between performance management and sustainable performance management as in some previous research. Sustainable performance management as presented in various previous research focuses on achieving sustainable development goals. Performance management is considered sustainable if the sustainable development goals contained in development targets are achieved. Meanwhile, performance management only focuses on the operational implementation of performance management such as setting performance measures, performance planning, performance evaluation, and so on. This condition is different from sustainable performance management where its implementation results in better achievement of sustainable development goals. This is important because the achievement of sustainable development goals may be accomplished, but not because of the implementation of good performance management. This shows that there is a gap between the theory of performance management and sustainable performance management based on previous research.

However, there are not so many literature references discussing sustainable performance management. The theory of sustainable performance management discusses the steps and strategies that public organizations must perform. The existing literature does not discuss whether the process carried out by the government is continuous or not. Therefore, it is necessary to analyze the sustainable performance management to achieve development outcomes. Based on the differences of above, previous research tend to manage problems on sustainable performance management by enforcing rules and standards to be setup in laws and regulation. Following up previous research gap and the phenomena, this research analyzed a multi policies approach regarding on the sustainable performance management system on public service context in Indonesia.

### **3. RESEARCH METHODS**

This research was conducted on a qualitative descriptive method. A qualitative research strategy can be applied if the research problems need to be explored deeper or followed up on previous quantitative research because previous theories or concepts are unable to capture the complexity of the problem under study. A qualitative research approach produces descriptive data in the form of words or writings and behaviors that can be observed from the subject and object of the study. The qualitative approach was chosen because it supported the aim of the research, to describe and understand the phenomena, events, social activities, attitudes, beliefs, and perceptions of people (Creswell, 2013).

Data collection in this research was conducted through interviews, observation and documentation. In-depth interviews were conducted and performed to key informants. Participant observation was conducted by authors and team to obtain records in the field of study. Related documentation was gathered from many sources, such as internet media and library documents. Data were analyzed in 3 steps, data reduction, data display, and data verification referring to the interactive model. Data reduction is to sort out the main data, data display is to present

the data, and data verification is to conclude the main themes of the results (Miles & Huberman, 1994).

Validity and reliability used triangulation based on the observation, in-depth interviews, and documentation analysis to obtain valid and reliable data consisting of credibility, transferability, auditability, and confirmability. Credibility was related to the truth aspect by means of triangulation to compare the results of an interview with the results of interviews with colleagues. Transferability shows the applicability of research to other studies that readers can understand the results of qualitative research. The report is made in a detailed, clear, and systematic manner. Auditability means that it can be tested by examining the entire research process, since designing case studies, determining data sources, collecting data, analyzing data, making conclusions, can be traced and showing the processes and results. Confirmability relates to the objectivity that the research results are agreed and accepted (Creswell, 2009).

## **4. LITERATURE REVIEW**

### **4.1. Public Policy**

There are six developments in the paradigm of public administration; Paradigm 1 The Politics/Administration Dichotomy (1900-1926), Paradigm 2 Principles of Public Administration (1927-1937), Paradigm 3 Public Administration as Political Science (1950-1970), Paradigm 4 Public Administration as management (1956-1970), Paradigm 5 Public Administration as Public Administration (1970-present), and Paradigm 6 Governance (1990-current) (Henry, 2018).

Paradigm 1: The Politics/Administration Dichotomy (1900-1926). There are two distinct functions of government. Politics is concerned with policies or the expression of the will of the state. At the same time, the administration is concerned with implementing policies. Elected politicians and appointed public administrators do different things, which later are referred to as the political/administrative dichotomy. When the policy process starts to get implemented, the dichotomy is unavoidable, as public administrators often create policy. The progressive value of public administration at that time: politics must be separated from administration so that the field can develop as a pure science that will ensure government efficiency.

Paradigm 2: Principles of Public Administration (1927-1937). Public administrators will be effective when scientific principles of administration are studied and applied. During this period, the principles of POSDCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting) emerged and the importance of the role of pioneers, city managers, and council managers for the professionalism and teamwork is shown in their work.

Paradigm 3: Public Administration as Political Science (1950-1970). The resulting criticisms and concerns make it difficult for public administration experts to return to the discipline of political science, but some scientists consider this to be unnatural. This paradigm begins with the reestablishment of the relationship between public administration and political science. However, the study of public administration lacks a comprehensive intellectual framework. Despite the criticism often leveled against public administration, political science has likely played a role and been useful in establishing some of its normative foundations, such as pluralism and equality under the law, among which are democratic values.

Paradigm 4: Public Administration as management (1956-1970). Paradigm 4 is in line with paradigm 3, although it has never received the support that political science had garnered from public administration. However, in the Political Science and Management paradigm, an important thrust that emerges is that public administration loses its identity within the confines of some broader concepts. The concept of management lacks a few elements, such as functions, institutions, and sectors. Academically, it is increasingly clear to public administrators that neither political science nor management serves their interests. The intellectual focus of political science is pluralist, specialized, and communal, while public administration is elitist, synthesizing, and hierarchical. The focus of management is only technical, while public administration is technical and normative. This realization crystallized in 1970 when the public administration organized itself into an independent academic association.

Paradigm 5: Public Administration as Public Administration (1970-present). Public administration refers to the successful separation of public administration from political science and management, and its emergence as an autonomous field of study and practice, which is free from the insinuations of political scientists about the penchant for public administration and the absence of derogatory comments from about the crimes of impertinent government bureaucrats.

Paradigm 6: Governance (1990-present). The roles of the for-profit, nonprofit, and public sectors have metamorphosed in almost unimaginable ways. In particular, these sectoral changes have profoundly altered the way governments are governed. Globalization, the Internet, social media, and others pressure governments to relinquish, knowingly or unknowingly, responsibilities to citizens, other governments, and other sectors.

The emergence of the New Public Management (NPM) paradigm in the early 1990s is an important momentum questioning the dominance of the government and providing space for the private sector to participate in public services. A new model in public policy is needed to improve the performance of public services with results-oriented and competitive dynamics by changing the rules of the game and fostering creativity in providing services (Hood, 1991).

Public policy is a complex pattern of interdependence collective choices, including decisions to act made by government agencies or offices. Dunn argues that public policy is a series of actions that are determined and implemented or not carried out by the government that has a purpose or is oriented towards certain goals for the benefit of the whole community. The implications of this understanding are: the first form is the determination of government action, which is not only stated but also implemented in concrete form, based on certain goals and objectives, and is essentially intended for the benefit of the entire community. Public Policy analysis is an intellectual and practical activity aimed to create, critically assess, and communicate knowledge about and within the policy process. The policy analysis process has 5 interdependent stages that together form a complex and non-linear cycle of intellectual activity. These activities are sequential in time and are embedded in a policy process that is complex, non-linear and essentially political (Dunn, 2012).

Based on the epistemological and sociological description of the public policy theory for refining the research, it can be stated that making multi-policies and regulations related with sustainable performance management of government institution is a part of public policy theory.

#### **4.2. Sustainable Performance Management**

The scope of performance management is very wide. Performance management has become a central part of governance and decision-making at all levels of government and is also beginning to permeate the practice of non-profit organizations. Efforts to implement performance management are present when there are organizational demands to realize the results to be achieved. This meaning has been discussed in detail in strategic management theory. The question that often arises from strategic management experts is how to operationalize organizational strategy into technical actions. For this reason, performance management theory is then present in order to translate the concept of strategic management into technical organizational activities (Kroll & Proeller, 2013).

Many experts define performance management and its benefits for the performance of public sector governance. They suggested that performance management refers to manager's daily strategic use of performance information to correct problems before they manifest in performance deficiencies. Performance management is a strategy and approach in providing organizational success through improving employee performance and increasing individual and group capabilities (Armstrong & Baron, 1998). Performance management is positively being able to ensure that the organization can manage its goals so that organizational results will be more easily achieved. Performance management emphasizes the processes that influence the success and glory of the organization through organizational leaders and employees who can collaborate in formulating goals, results, and awarding employees with good performance. In general, the opinion of experts regarding performance management is beneficial and has a positive effect on organizational performance. Therefore, the maturity of the concept of performance management should be easy to implement operationally by every public sector government (Hood, 1991).

The performance management system seeks to ensure the ease of implementing integrated performance management. The availability of a performance management system will be a strategic bridge in managing various systems that can connect the needs and expectations of various interest groups (Abad, Cabrera, & Medina, 2016). The times have demanded organizations to be agile and dynamic, especially in responding to various crises so that organizations must be good at managing their performance, dealing with competitive competition, and an environment that often changes rapidly (Bronzo et al., 2013).

The implementation of an operational performance management system was also presented (Kloot & Martin, 2000) in detail. According to them, there are 7 steps to implement a performance management system; 1. Set performance goals or performance measures through negotiations or models; 2. Use incentives to achieve goals through rewards and sanctions; 3. Collect performance information to facilitate strategic planning; 4. Provide evidence that performance information used as a basis in formulating policies; 5. Compare current performance to previous performance as a basis for measuring organizational success benchmarks; 6. Connect department or agency performance to individual performance in an aligned and relevant way for results; 7. Issue performance targets and results for each position in the organization.

Performance evaluation is a key procedure in performance management and an effective way to improve organizational performance. It discusses more about evaluating behavior and outcomes after implementation. The concept of performance management is built on performance evaluation, proposed and applied to organizational management practices. The advantage of performance management lies in ensuring the achievement of overall performance objectives and constant performance improvement of the performance level through a series of processes, including performance planning, performance goal setting, performance monitoring, performance information gathering, performance evaluation, and performance feedback from the perspective of management and organizational strategy.

Wu (2020) also divides the basic theories in government performance management into: first, the new public management approach, the second the new public service and public value approach, and the third, the social capital theory approach (Wu, Li, Wu, & Hu, 2020).

First, according to the new public management approach, the government reengineering movement aims to escape the crisis of financial management and public trust, improving international competitiveness and government performance. Such a wave of government reform in Western countries was the beginning of the New Public Management movement. NPM shifted from a pure emphasis on efficiency to service quality and customer satisfaction, from top-down control to the struggle to identify members to the organization's mission and task performance. NPM states that government should "steer" not "paddle", and government should focus on competition, customers, markets, results, decentralization, foresight, and high performance. A philosophy prioritizes customer needs and service quality gradually for customer satisfaction. In line with this, performance management methods have been further improved, making performance management more strategic and systematic.

Second, the new public service and public value approach. In contrast to the NPM theory, the NPS theory has the main proposition that the function of government is to "serve" not "direct"; the importance of the public interest lies in serving citizens, not customers; it is important to have strategic thinking, act democratically, and be responsible; Citizen Rights and public services should focus on people not solely on productivity. NPS is a citizen-centered philosophy of public governance. It encourages people to exercise their responsibilities as citizens, and in doing so, makes government responsive to their demands. The NPS views the public interest as the core of government services and provides forms channels for the expression of public interest and strengthens the ability of citizens to participate in public affairs. NPS theory asserts that people are the most important, emphasizes citizens' rights and public satisfaction, encourages citizens to participate in public affairs, improves the way citizens participate in politics, expands citizens' democratic rights, providing a new theoretical basis for performance management government.

Third, Social capital theory approach. The proposed concept of social capital and its paradigm states that trust is



a prerequisite for cooperation, an important breakthrough for research in economics and other social sciences. When citizens and governments share common goals and interests, citizens expect government performance reform to be a mutually beneficial long-term norm. One of the basic objectives of government performance management is to increase government efficiency. In addition to efficiency, citizen enthusiasm, trust, and mutually beneficial norms emphasized by social capital are also in line with the logic of government performance management. This is a new perspective to examine the relationship between social capital and government performance management from the perspective of social capital theory. Social capital increases the capacity of citizens to participate in politics and trust in the government and establish communication channels regarding mutually beneficial norms. All of these enable the government to formulate a fair and efficient performance management program and increase the government's performance management capacity.

Conceptually what is defined by sustainable performance management is performance management that leads to the achievement of development outcomes, more specifically sustainable development (Park & Krause, 2021). In general, there are not many literature references that discuss sustainable performance management because the majority of researchers see sustainable performance management as performance management that leads or produces sustainable development consisting of economic, social, and environmental development. There has not been much discussion on how to make sustainable and resilient performance management in the face of various dynamics that occur at the global, national, and local levels.

One of the advantages of sustainable performance management is that the achievement of development goals can be carried out effectively and efficiently, where the impact will be directly felt by the community. In contrast, performance management, which has more of an impact on internal organizational changes, will undoubtedly affect the results to the community, but not directly or through a long process. Therefore, the link between the two is important, because good management should have good results, but from a sustainable point of view, it may not. Sustainable performance management in the government sector has characteristics that focus on government efforts to achieve development goals, for example, focusing on the methods or technology used, but not on management efforts that actually make the process sustainable.

## **5. RESULT AND DISCUSSION**

### **5.1. Based On The Data Collection And Data Analysis, The Results Are As Follows**

*“The governor's support for the implementation of performance management in our region is accompanied by regulations that provide ease for us to apply the concept of the Performance Accountability System for Government Institutions for all Regional Apparatus Organizations. For example, there is a Decree on Implementation Guidelines for Evaluation of the Implementation of the Performance Accountability System of Government Institutions towards Regional Apparatus Organizations in the Province and the Governor's Instruction on Cross-Sector Collaborative Management. In our opinion, all these regulations greatly increase the attention of Regional Apparatus Organizations in implementing the Performance Accountability System for Government Institutions, especially working with collaborative patterns” (Informant 1, 2022)*

Based on the results of the interview analysis, it can be seen that the findings in the field were consistent with the implementation of sustainable performance management. The institutional dimension included institutional and administrative factors. Institutional factors were applicable statutory arrangements such as regulations, rules, policies in performance management, including the distribution of authority among the actors involved. Administrative factors included setting appropriate and measurable business processes. The Provincial Government had carried out sustainable performance management from an institutional perspective. The implementation of sustainable performance management was indicated by the value of the Performance Accountability System of Government Agencies. The value in the Provincial Government was the result of regulations that encourage the implementation of more optimal performance management.

*“Our success in managing and focusing our performance on our region is due to the Governor Regulation. In our opinion, this regulation is extraordinary in terms of forming a pattern of performance evaluation among Regional*

*Apparatus Organizations. We detail the evaluation process that must be carried out by Regional Apparatus Organizations from month one to month twelve. Therefore, Regional Apparatus Organizations are able to know when the Governor will conduct an evaluation and what needs to be prepared for the evaluation process. This pattern has finally become a kind of habit in each Regional Apparatus Organization that every activity and program must measure the achievement of its outputs and outcomes.” (Informant 2, 2022)*

Based on the analysis of the results of the interviews above, it can be understood that in addition to the institutional aspect, the Provincial Government also established a Governor's Regulation on Regional Control and Evaluation from an administrative perspective. This regulation supported the administrative process in carrying out control and performance evaluation in each Regional Apparatus Organization. This regulation described the specific Standard Operating Procedure for the implementation of performance evaluation so as to form an ideal pattern in performance evaluation.

The supporting aspect of implementing sustainable performance management in the Provincial Government was the existence of regulations that forced work units to carry out good performance management. The nature of the regulations formed would become legality for work units in carrying out performance. Without specific and concrete regulations in regulating performance management, it would certainly be able to hinder the implementation of effective sustainable performance management in every Regional Apparatus Organization.

Based on several results above, there were supporting and inhibiting factors for the implementation of sustainable performance management. This condition was something that needs to be considered so that the Provincial Government knew the internal conditions in their respective regions. Supporting factors meant factors that could support the successful implementation of performance management, while inhibiting factors meant factors that hindered the successful implementation of performance management.

The supporting and inhibiting factors for implementing sustainable performance management in the Provincial Government were concluded from the results that have been studied in the field. The presentation of supporting factors took into account the strength of the organization in carrying out performance management and existing opportunities, while the inhibiting factors took into account the weaknesses of the organization in carrying out performance management that had the potential to become obstacles. The results of the analysis of the presentation of the supporting and inhibiting factors of performance management were certainly based on the analysis of performance management in the Provincial Governments according to the Institutional Dimension, Value Dimension, and Operational Dimension.

Based on several results above, it was found that public policy regulated all matters concerning the affairs of all levels of society. It is an important stage, because no matter how good a public policy is made, it will be useless if there is no effort to implement it because it cannot bring the desired goal. Without effective implementation in a policy, the decision of policy makers will not be successfully implemented.

## **CONCLUSIONS**

Based on the analysis and discussion of the research result above, it can be concluded that sustainable performance management in government institution and its implementation policy is important in reaching the effectiveness of policy implementation.

It is suggested that the legislative and executive as the public officials making multi-policies and regulations regarding sustainable performance management policy have to be involved and implied for revising regulation on sustainable performance management in government institution and its implementation policy in Indonesia. The related institutions as the public officials in making regulations should conduct sustainable performance management policies in Indonesia to improve multi-regulation and cover the sustainable performance management in government institution and its implementation.

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