

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

Rizki Amalia¹, Oktavia Rizki Nur Azizah²

¹ Lecturer, Institut Pemerintahan Dalam Negeri (IPDN), Sumedang, Indonesia

² Administrative Staff, Bappeda, Enrekang, Indonesia

ABSTRACT: In Makassar, the Bugis-Makassar community upholds cultural values that emphasize Siri', which represents self-respect and personal dignity, and Pacce, which reflects mutual assistance, compassion, and social solidarity. These values are expected to improve the integrity of government employees in leading a clean, service-oriented government. However, in the field, there are still issues with low levels of compliance with the code of ethics, weak discipline, and a lack of responsibility in performing duties. This study examines the influence of Siri' na Pacce cultural values on the integrity of civil servants. It identifies the constraints and strategies to address them within the context of a concurrent embedded method. The information was gathered and distributed to 58 respondents. Quantitative data were analyzed using simple linear regression, whereas qualitative data were examined through narrative analysis based on evidence obtained from in-depth interviews, observations, and document reviews. The findings demonstrate that the cultural values of Siri' na Pacce exert a strong and statistically significant influence on the integrity of civil servants. In implementing it, there are still several obstacles. To address these challenges, the following are: (1) socialization and training, (2) development of a supportive environment, and (3) strengthening of supervision and evaluation.

KEYWORDS: Siri' na Pacce, Local Culture, Integrity, Corruption, Civil Servants

1. INTRODUCTION

In the context of rapid social change, traditional communities around the world are increasingly challenged to balance cultural continuity with adaptation, enabling them to remain socially relevant while preserving their cultural identity. (Rumra, et al., 2024). In Indonesia, local wisdom reflected in regional culture is very important in maintaining harmony and community identity. Local wisdom is a characteristic or cultural trait of a nation that enables it to absorb foreign cultures without losing its cultural character (Sartini, 2020). This identification is filtered through the lens of the local community's worldview, so that the core values are not altered. Furthermore, local wisdom can be used as an instrument to protect native culture against the invasion of foreign culture. In this sense, it includes values and worldviews, as well as the knowledge systems and strategies that communities employ to solve problems and address needs. Bugis-Makassar, particularly the city of Makassar, is very proud of its culture of Siri' na Pasiri, which they live by in their social life and work. It converts shame as 'siri' (Eng. 'Siri' stands for a shame culture based on self-worth, while "Pacce" embodies social cohesion and reciprocal aid.

Research by Ultsani et al. (2019) suggests that the cultural values of Siri' na Pacce within Bugis-Makassar society can be fostered and strengthened to serve as guiding social norms. These values, when applied in daily life and the work environment, can help prevent unethical acts, such as corruption (Hamid in Rosni, 1985). Rusdi (2016) reveals that the lower the lower level, the higher the higher level, and vice versa. Culture greatly influences perceptions (Dipierro & Rella, 2024).

Corruption is an issue that continues to resonate today and attracts researchers. Esposito and Ricci (2015) highlighted the multifaceted and complex nature of corruption. Similarly, Broadman and Recanatini (2001) defined corruption as the intentional misuse of authority to obtain personal benefits. According to Jain (2001), corruption comprises a wide range of practices that serve as important indicators of the quality of governance. Despite ongoing anti-corruption initiatives, Indonesia continues to experience a relatively high level of corruption. In 2023, the country recorded a score of 34 out of 100 on the Corruption Perceptions Index (CPI), placing it 115th among 180 countries worldwide.

Conversely, the graph illustrates the trend in Indonesia's Corruption Perceptions Index (CPI) score from 2012 to 2023, showing a gradual improvement through 2020, followed by a decline in the subsequent years. Furthermore, Indonesia's ranking has stagnated from 2022 to 2023, with no change in score (score change 0). This indicates that despite efforts to combat corruption, public perception of corruption levels in Indonesia remains unchanged. The following image shows Levels Indonesia.

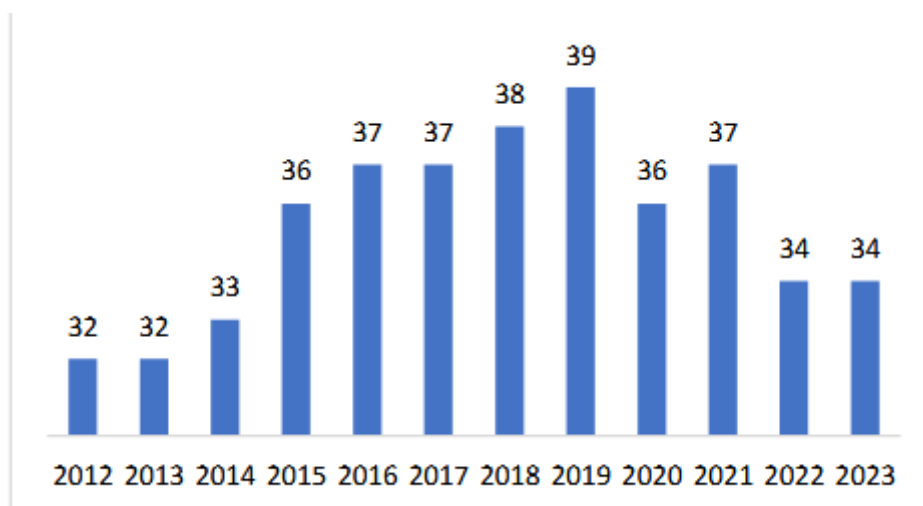


Figure 1: Public Perceptions of Corruption in Indonesia's Public Sector: Evidence from the 2023 Corruption Perceptions Index (CPI)

Source: Corruption Perceptions Index (CPI), 2024

Measuring corruption is far from easy (Banuri & Eckel, 2012). Various institutions around the world have made efforts to address this issue. The Corruption Eradication Commission (KPK), in partnership with the Central Statistics Agency (BPS), carried out an Integrity Assessment Survey to evaluate integrity levels within Indonesia's public sector. This survey assesses the integrity of government institutions based on three main sources: employees within the institution (internal), members of the public who have interacted with or used the institution's services (external), and experts (external). A lower Integrity Assessment Survey (SPI) score reflects a greater risk of corruption within a ministry, government institution, or local government. The KPK also conducted an Integrity Assessment Survey, which measures integrity levels across different regions, including Makassar City, to provide an overall picture of the level of susceptibility to corruption. The following image compares the Integrity Assessments of Makassar City in 2022 and 2023.

Furthermore, based on the 2024 survey results, the most recent available data, Makassar City is categorized as Vulnerable, indicating that the risk of corruption and integrity violations remains quite high. Conversely, the 2023 survey results indicate that Makassar City has reached the Alert category, indicating improved governance and increased public awareness of the importance of integrity among employees and stakeholders.

Table 1: Corruption Vulnerability Indicators of Makassar City

Internal			External		
Indicator	Percentage (%)		Indicator	Percentage (%)	
	2022	2023		2022	2023
Risk of bribery/gratification	20	26	Expert assessment of risk	31	37
The risk of trading in influence	36	29	Bribe/gratuity		
Risks in the management of goods/services procurement (PBJ)	28	37	Expert assessment of the risk of illegal levies	7	11
Risk of misuse of office facilities	57	64	Expert assessment of the risk of illegal levies	89	88
The risk of nepotism in human resource management	29	35	Expert assessment of service transparency quality	84	48
Risk of buying/selling positions	11	12	Expert assessment of PBJ management	32	32
Risk of misuse of business travel	16	20			
Average	28	32	Average	49	43

Based on the above vulnerability indicators for corruption, it can be concluded that integrity in Makassar City is indeed confronted with several challenges. Although improvements have been noted in several areas, such as the vulnerability to bribery/gratuities and nepotism in managing human resources, other areas, such as procurement management and the use of office

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

facilities, are also seen to be increasing the corruption risk. Moreover, assessments by experts on illegal levies and service transparency also indicate fluctuations that suggest several problems currently confronting integrity.

On the other hand, there has been an increase in some of the important risks internally. For instance, the risk of bribery/gratuities rose from 20% in 2022 to 26% in 2023, and the risk of nepotism rose from 29% to 35%. This demonstrates that, despite the improvements, the scope for misuse remains and must be closely monitored. Meanwhile, on the external side, several indicators have fallen. Expert assessments of the risk of illegal levies rose from 7% in 2022 to 11% in 2023, suggesting a greater sense of illegal levies. Conversely, expert opinion on the transparency of quality of service declined to 48% from 84%, suggesting severe difficulties in maintaining government service transparency in the public eye.

Makassar City has yet to make significant progress in improving the integrity of its bureaucracy and public service, given that the mean vulnerability score remains quite high (32% for internal and 43% for external in 2023). Some positive progress in several indicators has yet to be enough to classify Makassar City in the ideal category of integrity, where the risk of corruption is minimized, i.e., the GUARDED category. Nevertheless, Makassar City will have to sustain the momentum of improvement in prevention and law enforcement to reach the GUARDED category, which represents stronger integrity and limited exposure to corruption risk.

The Makassar City Regional Civil Service and Human Resource Development Agency is a government institution under the city government. As the agency responsible for managing the civil service, BKPSDMD is required to ensure that civil servants (PNS) have high integrity. Integrity in public service, such as transparency, accountability, and honesty, is essential to maintaining public trust and achieving optimal performance. In the face of rapid globalization and technological developments, BKPSDM of Makassar City should adapt to these changes so that its employees are competent, ethical, and integral in performing their public service duties. This information technology is applicable not only to private organizations but also to government institutions. (Amalia, etc, 2021)

In accordance with Government Regulation No. 94 of 2021, civil servants are required to uphold integrity and serve as role models for the public. High integrity can form a qualified civil servant personality that has sound ethics and morality when performing duties and obligations (Abdillah et al., 2022; Yuniningsih, 2018). An ASN with high integrity can also help people trust the government and its institutions (Patahullah, 2021). Every ASN must perform its duties professionally, orderly, and responsibly in order to be disciplined under this Regulation. Aspects of ASN drill discipline, such as attendance, play an important role in determining ASNs daily presence and punctuality at work.

Makassar City BKPSDMD has also taken a digitalization approach in BIPANG Super Apps to build disciplined and accountable civil apparatus governance. The combination of personnel data, face recognition technology, and a geolocation system will facilitate attendance recording by office location. This innovation is aligned with Article 63 of Law No. 20 of 2023, which mandates the digitization of civil service administration. Through this implementation, the Makassar City BKPSDMD prints an attendance system that is reliable and transparent to the sustainable development of the organization as a whole.

However, even with the technology, some employees still have disciplinary problems. Out of 140 employees at BKPSDMD Makassar City, the writer selected a sample of those with an attendance rate below 100%. The aim was to discern trends in discipline among employees who have some absenteeism. The data available suggests that employees are arriving late or not showing up for work at a pretty good rate, with a few employees showing up only about 20% of the time. This omission decreases productivity for the individual but also undermines the overall effectiveness of the organisation. Persistent absenteeism or lateness among staff can strain the efficient operation of BKPSDMD and the services it offers. Therefore, BKPSDMD Makassar City should also conduct a strategic effort to support the implementation of integrity values in the working environment and increase employees' accountability and discipline to maintain trust in services provided by the city government.

Several previous studies have been used as comparative references in this research, particularly those examining local culture. For example, Rosni and Suhartono (2022) found that the cultural values of Siri' na Pacce have a positive and statistically significant effect on the accountability of village fund management. Then, in the research by Wahyuni et al. (2021), it is stated that both Tri Hita Karana-positive Saraswati Garmen. These varying findings indicate that further research is still needed. Therefore, this distinguishes the research to be conducted by the researcher. Examine the extent of the influence on the integrity of civil servants, and identify obstacles and strengthening to challenges them.

2. RESEARCH METHOD

This research employed a mixed-methods concurrent embedded design, with greater emphasis on quantitative research. The population for this quantitative research consisted of 140 civil servants (PNS) at BKPSDMD Makassar City. The sample size was determined to be 58 respondents using Slovin's formula with a 10% margin of error, following the procedure outlined by Sugiyono (2022, p. 128). Proportionate stratified sampling was used to select samples from all employee groups: Administrator/Class II – 1 sample, Organizer/Class III – 26 samples, Supervisor/Class IV – 5 samples, PPPK – 2 samples, Contract Workers – 24 samples (Sugiyono, 2021:123). In this qualitative research, 13 informants were selected purposively, based on the belief that they possessed profound knowledge or direct experience regarding issues closely related to this research topic (Simangunsong, 2017:194).

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

The dependent variable in this study is ASN integrity. Integrity is defined as the consistent adherence to organizational values, norms, and ethical principles, as well as the demonstration of honesty in interactions with supervisors, colleagues, subordinates, and other stakeholders. Integrity is measured through indicators of loyalty, consistency between words and deeds, and moral values (Sukadari 2018, 233). Data for this variable were collected using a questionnaire administered with a Likert scale. (Sugiyono 2021, 93).

Independent Variable of the study is "Siri' na Pacce Culture." It defines culture as the core values of Bugis-Makassar society, which shape individuals' personalities, attitudes, and behavior, particularly in fulfilling their obligations and responsibilities. The Siri' na Pacce culture was measured using four dimensions: self-actualization, shame and guilt, loyalty, and honesty (Hamid, as cited in Rosni, 2022, p. 4). Data for this variable were also collected through a questionnaire employing a Likert-scale measurement instrument.

This study adopts a mixed-methods approach using a concurrent embedded design, in which quantitative methods constitute the primary research approach and are complemented by qualitative data. This allows for a more comprehensive understanding by integrating statistical analysis and in-depth descriptive insights (Creswell, 2007; Sugiyono, 2021:411). In the quantitative analysis, simple linear regression was employed to examine the relationship between the independent variable, Siri' na Pacce culture, and the dependent variable, ASN integrity, as well as to assess the effect of the former on the latter. The general form of the simple linear regression equation is presented as follows:

$$Y = a + bX$$

Description:

- Y = Dependent variable value (ASN integrity)
- a = Constant
- b = Regression coefficient
- X = Independent variable value (Siri' na Pacce culture)

Instrument validity was assessed using Pearson's product-moment correlation coefficient (Sugiyono, 2021), while reliability was evaluated using Cronbach's alpha (Arikunto, 2010; Sugiyono, 2021). Descriptive analysis was subsequently performed by calculating the percentage distribution of the collected data (Arikunto, 2010). The normality of the residuals was examined using the one-sample Kolmogorov–Smirnov test (Ghozali, 2018). Furthermore, the hypothesis was tested using the t-test to determine the statistical significance of the effect of the independent variable on the dependent variable. Finally, the coefficient of determination (R^2) was calculated to estimate the proportion of variance in the dependent variable explained by the independent variable.

For the qualitative analysis of the collected data, the researcher used interviews, observation, and documentation as the methodological tools. For the qualitative component of this study, data were analyzed using the interactive analysis model proposed by Miles and Huberman (1994). According to this model, the analytical process begins with data collection, followed by data reduction, data display, and conclusion drawing and verification.

3. RESULTS AND DISCUSSION

A. RESULTS

1) The Influence of Siri 'Na Pacce Culture on the Integrity of State Civil Apparatus

Descriptive statistics are statistical methods used to analyze collected and presented data so that the information obtained is easy to understand and provides an overview of the variables being studied (Sugiyono, 2021).

Table 2: Results of Descriptive Statistical Tests of the Variables of Siri' na Pacce Culture and Integrity

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
<i>SIRI' NA PACCE</i>	58	41.00	55.00	49.1552	4.25833
INTEGRITY	58	34.00	45.00	40.6207	3.50352
Valid N (listwise)	58				

Descriptive statistics for variables, based on 58 respondents, show that the average score for the Siri' na Pacce culture variable is 49.16, which, when converted to a percentage, is 89.38% (out of a maximum score of 55). This value falls into the "Very Good" category based on Arikunto's (2010) criteria. For the Integrity variable, the average score is 40.62, which, when converted to a percentage, is 90.27% (out of a maximum score of 45). The obtained score is also classified within the "Very Good" category, indicating a high level of implementation of both the Siri' na Pacce culture and integrity among employees at the Makassar City BKPSDMD.

All 11 items for the Siri' na Pacce variable (X) and 9 items for the Integrity variable (Y) were declared valid. This is because the r value of each item is greater than the r_{table} value of 0.361 (for N=30 at a significance level of 5%).

Table 3: Results of the Validity Test of the Siri' Na Pacce Variable (X)

Question Item	R Value	R table	Description
X1	0,909	0,361	VALID
X2	0,929	0,361	VALID
X3	0,969	0,361	VALID
X4	0,868	0,361	VALID
X5	0,933	0,361	VALID
X6	0,954	0,361	VALID
X7	0,882	0,361	VALID
X8	0,938	0,361	VALID
X9	0,971	0,361	VALID
X10	0,986	0,361	VALID
X11	0,953	0,361	VALID

Table 4: Results of Integrity Variable (Y)

Question Item	R Value	R table	Description
Y1	0,804	0,361	VALID
Y2	0,575	0,361	VALID
Y3	0,876	0,361	VALID
Y4	0,368	0,361	VALID
Y5	0,804	0,361	VALID
Y6	0,813	0,361	VALID
Y7	0,804	0,361	VALID
Y8	0,813	0,361	VALID
Y9	0,575	0,361	VALID

The reliability analysis indicates that both variables demonstrate satisfactory internal consistency. Specifically, the Siri' na Pacce variable (X) achieved a Cronbach's alpha coefficient of 0.985, and for Integrity (Y) is 0.878. Both values are greater than 0.60, indicating consistency in measurement.

Table 5: Reliability Test Results

Question Item	R Value	R table	Description
Y1	0,804	0,361	VALID
Y2	0,575	0,361	VALID
Y3	0,876	0,361	VALID
Y4	0,368	0,361	VALID
Y5	0,804	0,361	VALID
Y6	0,813	0,361	VALID
Y7	0,804	0,361	VALID
Y8	0,813	0,361	VALID
Y9	0,575	0,361	VALID

The One-Sample Kolmogorov-Smirnov Test for normality produced an Asymp. The Sig. value of 0.200. Since the significance value is greater than 0.05, the residuals are normally distributed in the regression model; hence, the normality assumption is met.

Table 6: Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.13948801
Most Extreme Differences	Absolute	.071
	Positive	.055

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

	Negative	-.071
Test Statistic		.071
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^c Sig.		.658
99% Confidence Interval		
Lower Bound		.646
Upper Bound		.670

The simple linear regression analysis between Siri' na Pacce (X) and Integrity (Y) gave the equation: $Y=8.595+0.652X$. The regression coefficient for X (Siri' na Pacce) is 0.652 and is positive. This indicates that every 1% increase in Siri' na Pacce culture (X) will increase Integrity (Y) by 0.652. This indicates a positive relationship between Siri' na Pacce and ASN Integrity.

Table 7: Simple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.595	3.312		2.595	.012
	<i>Siri' na Pacce</i>	.652	.067	.792	9.704	<.001

a. Dependent Variable: Integrity

A further t-test confirmed a significant positive effect. The calculated t-value was 9.704, which was greater than the t-table value of 2.003 (for df=56 at the 0.05 significance level). The p-value was less than the 0.05 significance level for Siri' na Pacce with a $p < 0.001$.

Table 8: T-Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.595	3.312		2.595	.012
	<i>Siri' na Pacce</i>	.652	.067	.792	9.704	<.001

a. Dependent Variable: Integrity

These results lead to the rejection of the null hypothesis (H_0) and the acceptance of the alternative hypothesis (H_a), concluding that the Siri' na Pacce culture has a positive and significant influence on ASN Integrity at the BKPSDMD of Makassar City.

Coefficient of Determination (R^2) = 0.627, indicating that the variability in the ASN Integrity variable Y accounted for by the variable X Siri' na Pacce culture amounts to 62.7%. In comparison, 37.3% of the variability in the ASN Integrity variable Y is contributed by other variables not examined in this study. Based on (Sugiyono 2017, 242), the R^2 value of 0.627 falls into the "Strong" category, indicating a strong relationship between Siri' na Pacce's attitude towards ASN Integrity.

Table 9: Coefficient of Determination Test Results
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.620	2.159

a. Predictors: (Constant), X

2). Challenges to the Implementation of Siri' na Pacce Culture on ASN Integrity.

a). Differences in Understanding the Meaning and Implementation of Siri' na Pacce

The primary challenge in implementing the Siri' na Pacce culture within the Makassar City BKPSDMD lies in the varying levels of understanding among employees regarding its values and principles. Not all civil servants have the same understanding of the values; hence, there is a difference in how they interpret them in relation to the performance of their duties. Also, an employee outside the region I've spoken with has shared with me how challenging it is to navigate cultural differences. The BKPSDMD allows

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

the employee data for the BKPSDMD Makassar City to display ethnic background. The data shows that employees are not only ethnic Bugis; 15% are Javanese, and others have their own separate understanding of this culture. These disparities make it difficult to develop a shared value orientation. Another challenge lies in recognizing that, although employees generally understand the values of Siri' na Pacce and appreciate the differences among their colleagues, the ways in which these values are interpreted and practiced often vary from one individual to another. As Ninef et al (2023) point out, 'in everyday life local culture has a material expression in the relationship among employees and between staff and management; as well as in the service that is offered to the community'.

b). Work Environment Pressure

Execution is Siri' na Pacce's values daily, and is rarely complicated by the pressure of the working environment. Some of these needs and interests related to globalization/digitalization, such as the need to be efficient and meet targets, may run counter to the honesty and responsibility values held by Siri' na Pacce. The pressure can come from bosses or co-workers, forcing a choice between maintaining one's integrity and conforming. The work environment sometimes requires following practices that are not in line with the principle of honesty. Work pressure and social support are significant factors influencing employee performance (Tauwi et al., 2025). According to Handoko (2011), excessive work pressure may lead to employee dissatisfaction and low performance.

c). Lack of Self-Awareness in Internalizing Siri' na Pacce Values

Although widely known as a moral principle, not all employees have the self-awareness to apply it in their daily work. Self-awareness is an important characteristic that an employee is expected to have, as suggested by Budiman (2020), Maliki (2020), and Yamasita (2022), who stated in their respective research that civil servants should significance integrity as well as moral obligations in discharging duties. As a deeply embedded value system, local culture serves as a behavioral guide that shapes an individual's character from an early age (Fauziah, 2022).

This lack of self-awareness can be explained by the fact that the employees do not comprehend the usefulness value systems bureaucracy. The value shame, which is integral to the local culture in the region, may actually work to prevent social deviance (Yulita, 2025). Employees have a moral duty to uphold the good name of their families and communities; hence, they avoid behaviors regarded as deviant, such as corruption, misuse of authority, and poor service (Anandi, 2022). In addition, the lack of self-awareness in internalizing the Siri' na Pacce culture is due to weak supervision and the lack of leadership in setting a real example. As a result, many employees are passive and consider it merely a cultural concept with no direct impact on performance. This is evident in the dominant violations at BKPSDMD, such as unexcused absences (45%), which reflect a lack of responsibility and discipline.

Violations of the code of ethics, abuse of authority, civil servant neutrality, and adultery also indicate that the values of Siri' na Pacce have not been fully internalized in employees' attitudes and actions. This is also evident in studies by Patahullah (2021) and Yamasita (2022), which found that several civil servants engaged in corruption, abuse of authority, or other unethical actions. This can damage the image of government institutions and cause the public to lose trust in the government and ASN as public service providers (Haryanto & Sembiring, 2021; Pahlevi, 2022). The varied understanding of this culture's meaning leads to inconsistencies in its implementation. The lack of understanding and internalization of the culture has, in some cases, led employees not to fully embrace these values as workplace guidelines, resulting in violations of discipline and ethics.

3). Strengthening to Challenges to the Implementation of Siri' na Pacce Culture on ASN Integrity

a). Conducting Socialization and Training

The policy and regulatory analysis indicates that, although Makassar Mayor Regulation No. 68 of 2021 and Government Regulation No. 94 of 2021 emphasize the importance of integrity, they do not explicitly incorporate local cultural values such as Siri' na Pacce. As a result, the implementation of these values largely depends on individual employees' perceptions and interpretations. Therefore, an approach that may be considered to address this issue could focus on the training and socialization of local values, work ethics, and regulations (Sulfiyah et al., 2023b). However, at the same time, local culture has also shown its potential to be a barrier if it does not align with bureaucratic values, which emphasize professionalism, transparency, and accountability (Rokhman & Kurniasih, 2023).

From the interview results, increased socialization and in-depth training on the value are essential that remain only a theoretical concept but is also practiced in the workplace. Continuous socialization and training are important to ensure these values are applied in daily work. There is a need for continuous socialization to ensure consistent application of values. The integration of Siri' na Pacce values into organizational policies and procedures includes the implementation of workshops, as well as specialized training and development programs. Continuous socialization and training are expected to increase understanding and application of Siri' na Pacce values, making them an integral part of ASN's integrity and professionalism in Makassar City. This aligns with research by Syakoer (2023), which found that ASN can provide training and education focused on improving ASN integrity, as well as implement appropriate monitoring and incentive systems to encourage ASN to uphold high integrity. In addition, ensure that ASNs have the knowledge and skills to deliver high-quality public services to the community.

b). Creating a Supportive Environment

Apart from socialization and training, the supportive work environment is of great importance in the implementation of Siri' na Pacce. Workplace culture affects employee performance (Porman, 2022). A positive, supportive work environment will make employees feel comfortable carrying out their duties and motivate them to work with integrity and responsibility. Observations and interviews show that BKPSDMD Makassar City already has good office facilities, positive attitudes among civil servants, data availability, and a work atmosphere that supports the implementation of work culture values, especially Siri' na Pacce.

It is necessary to develop a supportive environment in which employees can act in accordance with their principles without fear of negative repercussions. A conducive environment is also provided, with facilities that promote the application of values, including good facilities at the place of work and means to channel aspirations. Communication between the leadership and employees is also vital. Rewards for employees who have demonstrated honesty and high integrity are also effective motivators. This reward system encourages a positive and integrity-oriented work culture. Good communication also supports the internalization of values, helps identify obstacles, and provides appropriate solutions. A supportive work environment not only increases comfort but also strengthens a culture of discipline and responsibility.

c). Improved Monitoring and Evaluation.

Intensified monitoring and evaluation are necessary stages to ensure the values are carried out to the plan. Monitoring is expected to evaluate employees' performance and increase awareness and responsibility. One measure is to introduce a performance evaluation scheme values of Siri' na Pacce, which assesses achievement perspectives of output and conformity to work culture values, using results from direct surveillance, performance reports, and feedback. The monitoring-evaluation process is positive and counselling rather than only corrective or punitive. Otherwise, in the absence of strong and transparent governance structures, local culture can be used to justify the self, leading to the erosion of public office (Adam & Kurniasih, 2023).

In addition, clear training and guidance are important, as is a constructive approach for inconsistent employees. The importance of evaluation to identify the causes of inconsistency and create a clear monitoring and performance appraisal system. For a more binding legal basis, specific regulations application in ASNs' work behavior need to be formulated. Effective monitoring and evaluation, supported by regulations, are expected to create a more professional, disciplined, and integrity-based work culture.

B. DISCUSSION

The findings of this study reveal a positive and statistically significant relationship between **Siri' na Pacce** culture and the integrity of civil servants at the Makassar City BKPSDMD, South Sulawesi Province. These results support the proposed hypothesis that stronger adherence to the values of **Siri' na Pacce** is associated with higher levels of civil servant integrity. Furthermore, this study contributes to the growing body of literature on culture and corruption by providing deeper insights into the role of local wisdom in promoting integrity among civil servants. This article adds to the literature on culture and corruption, particularly local wisdom related to civil servants' integrity. Ganarditya et al. (2021) extended their discussion of the multidimensional nature of integrity, particularly emphasizing that local culture within individuals is essential for enhancing integrity and building behaviors consistent with the overall organizational culture. Integrity of ASN is particularly in public institutions. ASN with high integrity tend to be better able to avoid corrupt practices and uphold ethical and moral values in carrying out their duties (Syakoer, 2023). This will ultimately lead to better employee performance and public services, increasing public trust by supporting good governance.

In society, values can endure and become the philosophy of a particular community, such as the Bugis philosophy, namely (Imhasadi in Rosni et al. 2022). This culture encompasses the basic concepts of self-esteem (dignity) and social solidarity. "Siri" literally means "shame," but in a deeper sense, siri' is a value system that governs a person's self-esteem, both as an individual and as a member of society. This value serves as a defense against actions that could damage a person's dignity. Meanwhile, "Pacce" is defined as a deep sense of empathy or concern for others' suffering, reflecting unity and solidarity within society.

Siri'na Pacce is the culture and philosophy that the Bugis hold, which governs their social and interpersonal relations. Siri is embedded with moral content related to self-esteem, dignity, and honor. These principles dictate that a man has to be truthful in all things, labor vigorously, and conduct himself with such honor as will keep his own name and the name of his family free from stain. In contrast, Pacce represent a strong sense of social empathy, where individuals are socialised to be concerned about the sufferings and predicaments of others. Pacce promotes the values of solidarity, cooperation, and collective assistance to others.

Through these components, the worker can fully realize himself; he can grow as a person, he can conform to rules and be trusted; the concept of work honesty is not abstract but something practiced; and he will not commit offences such as bribery and similar acts. The Hindu Society, which focuses on balance in human relations and social relativity, offers rules for maintaining personal honour and strengthening social ties through solidarity and empathy. Its being is a testimony to the righteousness and high accountability. Even more, it may influence or become an ethic that promotes social justice, peace, and unity at different levels of life, including corporations and politics.

Integrity is a multifaceted concept, and the definition of integrity may differ according to the person's discipline. A person with integrity has consistent thoughts, speeches, and actions. Integrity is important in building public trust because it involves alignment between what is said and what is done and the values that are professed, and also serves as a means of achieving results

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

and producing outputs that comply with predetermined objectives. Integrity -- a term that indicates a quality or state of being with consistency and adherence to moral, ethical, as well as other social codes of conduct. It includes not only honesty but also responsibility and accountability, particularly in the context of work.

High integrity means a trait or state of perfect unity that can reveal potential and abilities radiating authority. Linguistically, the word integrity means unity, completeness, honesty, and harmony between the heart, words, and deeds. Etymologically, this term is closely related to morality and ethics. Covey (1989) further distinguishes between honesty and integrity: Integrity refers to the consistency between an individual's words and actions, emphasizing the importance of honoring commitments and meeting expectations. In the context of Indonesia's public administration, strengthening the integrity of State Civil Apparatus (ASN) employees constitutes a key component of efforts to establish Integrity Zones and implement the Merit System in ASN management, as mandated by the National Bureaucratic Reform Action Plan. These initiatives are further supported by the Regulation of the Minister of Administrative and Bureaucratic Reform No. 60 of 2020 concerning Civil Servants (PNS). In this Regulation, the integrity of civil servants is measured based on four main indicators: honesty, compliance with laws and regulations, ability to work together, and dedication to the community. This development aims to create civil servants with high integrity. The factors that influence the development of ASN Integrity, as regulated in the Regulation, include three important aspects, namely:

1. Belief is a fundamental value of integrity that is embedded within individuals and serves as a guideline for employee behavior.
2. Reasoning, which involves proactively controlling themselves and changing.
3. Moral Courage is the mental strength and confidence to make the right moral decisions to resolve ethical issues that arise.

Siri' na Pacce Theory, as associated with Hamid in Rosni (2022:4), emphasizes the importance of this value in determining a person's behavior in society. It should be noted that, while value in Siri's is related to self-esteem, Pacce considers unity among people. Voluntary employees, relating to employees' attitudes, behavior, and responsibility, and sense of shame toward norm-deviant acts.

This research applied the Siri' na Pacce theory to examine local wisdom at the BKPSDMD of Makassar City, South Sulawesi Province. What about those employees who already imbibe? This consistent with view Anage from Rosni (2022:4), which reads "the utilization of every aspect enhances how a person behaves but also strengthens interpersonal relations and makes the organization more efficient." To start with, the Bugis-Makassar culture places great importance on a strong work ethic, responsibility, honesty, dignity, and respect for oneself and others. These principles lay a rock-solid foundation on which one can build to mold one's character and practice better work ethics.

Through self-actualization, employees are encouraged to develop their potential and contribute optimally in line with their competencies. By focusing on self-development, employees understand and appreciate professional standards and organizational rules that affect their work. This attitude supports integrity by encouraging employees to act with patience and in line with positive values and high ethical standards. Shame (Siri) and guilt (Pacce) create a moral control that leads to the avoidance of activities by the employees, which may have a potential negative consequence on the organization and itself. In the end, the practice leads to employees developing responsible behaviors. Furthermore, it ensures that the employees are committed to the policy and the impact of the activities they engage in.

On the other hand, loyalty in Siri' na Pacce entails loyalty to the organization and the responsibilities that come with it. Loyalty helps the company retain its vision and mission, as well as achieve the goals it seeks to accomplish. Loyal employees ensure the company's reputation is not damaged and that the institution maintains a good reputation. Therefore, loyalty plays a vital role in integrity by upholding ethics and protecting the company's reputation. Honesty fosters transparency and trust in the workplace, contributing to the building of a culture of mutual respect and cooperation. Honest team members lead by example, contributing to a positive work environment and opposing corrupt or unethical practices, including fraud and exploitation. This is integrity in action because an honest and consistent employee can sustain the organization's credibility.

Hence, practicing Siri' na Pacce at work not only fortifies one's own sense of self, but also nurtures a work culture conducive to collaboration, trust, and collective accountability. Living up to these personal values not only individuals will keep true to their own reputation but they will also build relationships which reflect the honesty of the organisation as a whole No. 60, 2020: which focalizes integrity and professional ethics as the key to a sustainable realization of institutional goals.

Rahim (1992:144), in his book entitled *The Main Values of Bugis Culture*, argues that what defines humans is the functionality and role of human characteristics, so that a person can be called human. This also applies to Bugis cultural values. These values include loyalty and reso (hard work). These values are considered primary because of their function, both in the relationships individuals have with themselves, with other beings, with ideals, and with God. Over time, this has profoundly influenced the Bugis people socially, culturally, and spiritually. Siri' na Pacce has emerged as a moral beacon that governs relations while promoting solidarity and harmony within society. These values not only encourage every individual in maintaining his self-respect, called siri', but also show empathy and deep concern for others, or pacce.

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

As times change, Siri' na Pacce is used as a foundation for carrying out duties and responsibilities and is applied in everyday life. These values can also be applied by civil servants to maintain their integrity. This aligns with what Hamid stated in Rosni (2022:4), which was developed around four main aspects. These values are indicators in this study.

1. Self-actualization refers utilize potential.
2. Shame guilt are deep feelings individuals experience when they do not comply with societal norms, fail to show concern for others, or lack discipline in their activities, which greatly affects their mood.
3. Loyalty reflects an individual's ability to uphold the trust placed in them and keep the promises they have made.
4. Honesty means having harmony of feelings, which allows a person to act according to their conscience and truth.

Upholding moral values for civil servants to maintain integrity in their duties and responsibilities. Self-actualization encourages employees to optimize their potential; shame and guilt serve as moral controls to prevent violations of norms; loyalty strengthens commitment to the organization; and honesty creates transparency and trust. These four values support principles such as accountability and honesty, which are the foundation of an integrity-based and effective government.

By practicing Siri' na Pacce, civil servants maintain their dignity while increasing public trust in institutions/organizations. Sukadari (2018:233) identifies three indicators for assessing civil servant integrity:

1. Loyalty refers to a civil servant's determination to uphold principles and moral values. Employees with high integrity will always obey the applicable laws and ethics, and will not follow orders that conflict with legislation or moral values.
2. Consistency between words and actions means that civil servants must keep the promises they make.
3. Morals are an important aspect that requires a civil servant to have adaptive morality. Civil servants must be able to adapt to prevailing social and legal norms while maintaining integrity in every decision and action.

Internalized local culture not only encourages greater integrity but also reinforces behavior consistent with organizational values. Culture and ethics influence performance both individually and collectively (Subandrio, Dyna, 2022). The positive influence shows that employee performance and work culture are aligned. Employee performance improves as a result of an improved work culture (Dyah et al., 2017). A strong organizational culture will have a greater impact on employees and support high ethical standards, thereby positively influencing their behavior (Wibowo, 2011, in Amiruddin, 2023). Based on this, employee performance and public service, along with the application of local cultural values, can create a work environment oriented towards quality, transparency, and accountability. ASNs with good integrity will also perform well and provide optimal public services (Afriyana, 2022; Rahmadana et al., 2020). This can increase public trust in public institutions, as they see clear evidence that employees have high integrity and act in accordance with relevant cultural principles. As a result, public services tend to be more efficient, more effective, and better at responding to integrity promotes the government while enhancing the realization of the concept of good governance.

This study also differs from past studies in that they have not been directly related to the suggested connection between local culture and integrity. In addition, prioritizing methods supported by qualitative methods, and uses SPSS version 29.0 for analysis. This new approach will further advance understanding of the complex relationship between local culture and civil servant integrity. The obstacles to implementing culture are as follows: First, differences in meaning application Pacce among employees. This is because of the different cultural backgrounds of employees and the lack of support from fellow employees. In addition to the physical dimensions of the environment, it also encompasses social and psychological interactions within the organization (Pratiwi, 2014). The presence of a supportive work climate, trust among fellow employees, and support from superiors greatly contributes to a sense of security and comfort in the working environment (Rosalinda et al., 2025).

Second, Work Environment Pressure. This is where an institutional need for velocity and good reports becomes an issue, and integrity BALANCE is compromised between those who need velocity and those who need integrity. The work environment, which impacts employee comfort, is an important factor. (Rosalinda, et al., 2025). Third, Lack of Self-Awareness in Internalizing Siri' na Pacce Values. This is relevance these values in bureaucracy, weak supervision, and the lack of leadership in providing real examples. Makhдум (2024), found leaders who set an example in implementing the BERAKHLAK work culture can help all staff adopt it.

Focus the proposed to consider our could developed in the following areas: (1) Increase the quantity of activities related to socialization and training, both through seminars and through the distribution of written materials such as modules or leaflets. Training can take the form of workshops or training on work ethics that discuss the values of Siri' and Pacce with civil servant duties. (2) There is a need to strengthen a work culture values of. The values of need to the work culture through routine guidance, leadership by example, and behavioral guidelines that emphasize responsibility and social awareness. (3). Strengthening of supervision and evaluation is necessary. Supervision can be carried out through internal reporting, direct monitoring by superiors, and periodic behavior evaluations. (4). Creation of Regulations on ASN Integrity Based on. The government expected draft regulations that make Siri' na Pacce the basis for fostering ASN integrity, thereby strengthening local cultural values in governance.

4. CONCLUSION AND RECOMMENDATIONS

Based on the analysis and discussion, the following conclusions can be drawn: (1) The influence of Siri' na Pacce culture on the integrity of civil servants, based on the results of hypothesis testing, shows that Siri' na Pacce culture has a positive and significant influence on the integrity of civil servants. This is evidenced by the t-test results, where the t-count value of 9.704 exceeds the t-table value of 2.003, with a significance of 0.001 (< 0.05). The regression equation obtained is $Y = 8.595 + 0.652X$, which shows that the higher the Siri' na Pacce value, the higher the integrity of ASN. The coefficient of determination test produced an R^2 value of 0.627, indicating that the Siri' na Pacce culture accounts for 62.7% of ASN integrity, with the remaining 37.3% influenced by other factors not examined in this study. Thus, the hypothesis, namely that there is a positive and significant influence of the Siri' na Pacce culture on the integrity of ASN at BKPSDMD Makassar City, South Sulawesi Province, is accepted. (2). Challenges to the Implementation of Siri' na Pacce Culture in the Integrity of Civil Servants at BKPSDMD Makassar City, South Sulawesi Province consist of three aspects, namely: a). Differences in Understanding the Meaning and Implementation of Siri' na Pacce, b). Work Environment Pressure. (c). Lack of Self-Awareness in Internalizing Siri' na Pacce Values. (3). Strengthening to challenges to the Implementation of Siri' na Pacce Culture in ASN Integrity at (BKPSDMD Makassar City: a). Conducting Socialization and Training. b). Creating a Supportive Environment. c). Improving Supervision and Evaluation.

It is recommended Improving Socialization and Training, Strengthening a Work Culture Based on Siri' na Pacce Values, Strengthening Supervision and Evaluation, and Establishing Regulations on Value-Based Civil Servant Integrity Siri' na Pacce Culture.

REFERENCES

- 1) Abdillah, J., Suryono, S. A., & Agustina, E. (2022). Pembentukan Aparatur Yang Bersih Dan Berwibawa Dengan Pemberian Sanksi Administrasi Disiplin Terhadap Pegawai Negeri Sipil. *Solusi*, 20(3), 341–357.
- 2) Adam, Yonatan, Kurniasih, Denok, T. (2023). Fenomena Kebijakan Dalam Perspektif Etika Administrasi Publik Pada Instansi Di Indonesia. *Jurnal Ekonomi, Koperasi & Kewirausahaan*, 14(7)
- 3) Afriyana, A. (2022). Analisis Persepsi Aparatur Sipil Negara Terhadap Pemahaman Reformasi Birokrasi Untuk Mendukung Optimalisasi Kinerja. *Jurnal Agregasi : Aksi Reformasi Government dalam Demokrasi*, 10(2), 98–107. <https://ojs.unikom.ac.id/index.php/agregasi/article/view/6303>.
- 4) Amalia, R., Syafri, W., Muafi. (2021). Policy implementation of the performance assessment system of aparatures in Cilandak Jakarta IPDN campus. *International Journal Of Research In Business And Social Science* 10(3)(2021) 403–411.
- 5) Amiruddin (2023). Kepemimpinan Dalam Organisasi Publik. CV. Subaltern Inti Media, Gowa
- 6) Anandi, R. D. (2022). Pengaruh Budaya Lokal Dan Perilaku Kewirausahaan Terhadap Kinerja Usaha Dengan Moderasi Oleh Kualifikasi Gender Pada Etnis Minangkabau. *Menara Ilmu*, 16(1). <https://doi.org/10.31869/Mi.V16i1.3022>.
- 7) Arikunto, S. (2010). Metode Penelitian. Jakarta: Rineka Cipta.
- 8) Banuri, S., & Eckel, C. (2012). Experiments in culture and corruption: a review. In D. Serra & L. Wantchekon (Eds.), *New advances in experimental research on corruption* (Vol. 15, pp. 51–76). Emerald Group Publishing Limited.
- 9) Broadman, H. G., & Recanatini, F. (2001). The seeds of corruption—do market institutions matter? *MOST: Economic Policy in Transition Economies*, 11, 359–392. <https://doi.org/10.1023/A:1015264312632>
- 10) Budiman, A. (2020). Penguatan Sikap Integritas Melalui Pelatihan Dasar Calon Pegawai Negeri Sipil. *Tunjuk Ajar: Jurnal Penelitian Ilmu Pendidikan*, 3(2), 275. <https://doi.org/10.31258/jta.v3i2.275-282>.
- 11) Creswell, J. W. (2007). *Understanding Mixed Research. Qualitative Inquiry and Research Design: Choosing Among Five Approaches*, 11(2), 1–19.
- 12) Covey, Stephen R. (1989). *The Seven Habits of Highly Effective People*. Free Press.
- 13) Dipierro, Anna Rita & Rella, Angela. (2024). What Lies Behind Perceptions of Corruption? A Cultural Approach. *Social Indicators Research* 172:371–391. <https://doi.org/10.1007/s11205-023-03294-4>.
- 14) Esposito, P., & Ricci, P. (2015). How to turn public (dis) value into new public value? Evidence from Italy. *Public Money & Management*, 35(3), 227–231. <https://doi.org/10.1080/09540962.2015.1027499>.
- 15) Fauziah, Ida, T. K. (2022). Pengaruh Budaya Pangan Lokal Dalam Pencegahan Dan Penanggulangan Stunting Pada Anak Balita (6-59 Bulan): Systematic Review. *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(8.5.2017).
- 16) Ganarditya, M. Y., Rachman, M. M., Syahbani, N., Launga, D. A. W. N., & Saputra, Y. A. (2021). Pengaruh kearifan lokal terhadap pelayanan publik (Studi kasus penyelewengan dana bansos). *Cendekia Jaya*, 3(2), 115–128.
- 17) Ghozali, I. (2018). Aplikasi Analisis Multivariate Dengan Pogram IBM SPSS. Badan Penerbit Universitas Diponegoro.
- 18) Handoko, H. (2011). *Manajemen personalia dan sumber daya manusia*. Yogyakarta, Indonesia: BPFE Yogyakarta.
- 19) Haryanto, & Sembiring, H. R. U. (2021). *Membangun Pribadi Prima Dalam Pelayanan Publik*. Media Nusa Creative.
- 20) Huberman, A. M., & Miles, M. B. (1994). Data management and analysis methods. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 428–444). Sage Publications, Inc.

- 21) Jain, A. K. (2001). Corruption: a review. *Journal of Economic Surveys*, 15(1), 71–121. <https://doi.org/10.1111/1467-6419.00133>.
- 22) Komang Dyah, Novi Anggeline, Made Ary Meitriana, I Nyoman Sujana, (2017), Pengaruh Budaya Kerja Terhadap Kinerja Karyawan di PT.BPR Nusamba Kubutambahan, *Jurnal Pendidikan Ekonomi Undiksha*.
- 23) Makhdum, Husain, Subagja, I. Kurniawan, Hakim, Azis. (2024). Strategi Penguatan Budaya Kerja BerAKHLAK Melalui Pembangunan Zona Integritas. *Jurnal JPAS Volume 5, Nomor 3* DOI: 10.46730/japs.v5i3.186.
- 24) Maliki, J. (2020). Upaya Meningkatkan Minat Dalam Mengenal Nama Allah Swt Dan Kitab-Kitab-Nya Melalui Media Google Sites Di Kelas V B Sdn Karyasari Iii. *AL-MUDAWAM; Jurnal Manajemen dan Pendidikan Islam A.*, 1(1), 15–32.
- 25) Nenef, R. Y., Harton, S., & Rochim, A. I. (2023). Peran Dinas Lingkungan Hidup Dalam Pengelolaan Sampah Dan Kebersihan Di Kota Surabaya. *Madika: Jurnal Politik Dan Governance*, 3(1). <https://doi.org/10.24239/Madika.V3i1.1841>
- 26) Pahlevi, F. S. (2022). Strategi Ideal Pemberantasan Korupsi Di Indonesia. *Al-Syakhsyiah: Journal of Law & Family Studies*, 4(1), 44. <https://doi.org/10.21154/syakhsyiah.v4i1.4251>
- 27) Patahullah. (2021). Integritas dan Profesionalisme ASN di Era Milenial. <https://bpsdm.sulselprov.go.id/informasi/detail/integritas-dan-profesionalisme-asn-di-era-milenial>.
- 28) Porman, Sukartini, Lumban Gaol (2022). Pengaruh Budaya Kerja Terhadap Kinerja Pegawai Pada Kelurahan Pejagalan Kota Administrasi Jakarta Utara, *Jurnal Sumber Daya Aparatur*.
- 29) Pratiwi, K. (2014). Kualitas kehidupan kerja ditinjau dari kepuasan kerja dan persepsi terhadap kinerja. *Jurnal Psikologi Undip*, 13(1), 42–49. <https://doi.org/10.14710/jpu.13.1.42-49>
- 30) Rahim, R. (1992). *Nilai-Nilai Utama Kebudayaan Bugis*. Makassar: Hasanuddin University Press
- 31) Rahmadana, M. F., Mawati, A. T., Siagian, N., Perangin-angin, M. A., Refelino, J., Tojiri, M. Y., Siagian, V., Nugraha, N. A., Manullang, S. O., Silalahi, M., Yendrianof, D., Sari, A. P., Supriadi, M. N., Sari, M. H. N., & Bahri, S. (2020). *Pelayanan Publik*. Yayasan Kita Menulis.
- 32) Rokhman, Bakhrur, Kurniasih, Denok, T. (2023). Implementasi Etika Administrasi Publik Dalam Pencapaian E-Issn : 2809-8862 Good Governance Di Indonesia. *Co-Value: Jurnal Ekonomi, Koperasi & Kewirausahaan*, 14(7)
- 33) Rosalinda, Ela, Musslifah, A. Rachmawati, Purnomosidi, Faqih. (2025). Analisis Lingkungan Kerja terhadap Stres dan Kinerja Karyawan di Distributor Plafon PVC Gemolong. *Khatulistiwa : Jurnal Pendidikan dan Sosial Humaniora* Volume. 5 Nomor. 2 Juni. e-ISSN: 2962-4037; p-ISSN: 2962-4452, Hal. 553-565. DOI: <https://doi.org/10.55606/khatulistiwa.v5i2.5912>
- 34) Rosni, Wawo, A., & Suhartono. (2022). Pengaruh Nilai Budaya Siri' Na Pacce Terhadap Akuntabilitas Pengelolaan Dana Desa Dengan Profesionalitas Sebagai Variabel Moderasi di Kabupaten Bulukumba. *Accounting, Accountability, and Organization System (AAOS) Journal*, 4(1), 1–13. <https://doi.org/10.47354/aaos.v4i1.419>
- 35) Rumra, M.Y, Ernas, S, Mau, M. 2026. Transforming Caste Traditions: Intracultural Communication and Structural Changes Among the Kei People in Southeast Maluku. *Jurnal Ilmiah Peuradeun The Indonesian Journal of the Social Sciences*. Vol.14 No.1, 509-530. DOI: <https://doi.org/10.26811/peuradeun.v14i1.1375>.
- 36) Rusdi, M., & Prasetyaningrum, S. (2016). Nilai Budaya Siri'na Pacce Dan Perilaku Korupsi. *Indigenous: Jurnal Ilmiah Psikologi*, 13(2). <https://doi.org/10.23917/indigenous.v13i2.2619>
- 37) Simangunsong, F. (2016). *Buku Metodologi Penelitian Pemerintahan : Teoritik, Legalistik, Empirik, Inovatif*. Alfabeta.
- 38) Subandrio, Dyna Avila, (2022), Pengaruh Budaya Kerja dan Semangat Kerja Terhadap Kinerja Karyawan Pada PT Arta Boga Cemerlang Kota Bengkulu, *Jurnal Manajemen Modal Insani dan Bisnis*.
- 39) Sugiyono. (2021). *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta
- 40) ----- . (2022). *Metode Penelitian Kualitatif, Kuantitatif, dan R&D*. Bandung: Alfabeta
- 41) Sukadari, Mahilda Dea Komalasari, & Ahmad Maburri Wihaksoro. (2018). Efektivitas Penanaman Nilai Integritas pada Siswa SD melalui Buku Wayang Pandawa Bervisi Antikorupsi. *Integritas*, 4(1), 217-244. <https://doi.org/10.32697/integritas.v4i1.154>
- 42) Sulfiyah, A., Burhanuddin, & Ma'ruf, A. (2023b). Penerapan Etika Administrasi Publik Dalam Meningkatkan Kualitas Pelayanan Di Kantor Kecamatan Larompong Selatan Kabupaten Luwu. *Kajian Ilmiah Mahasiswa Administrasi Publik (Kimap)*, 4(1).
- 43) Syakoer, M. (2023). Integritas Yang Kokoh Dalam Membentuk Kepribadian ASN. *J-MAS (Journal of Management and Science)*, 8(1), 922.
- 44) Tauwi, et al. (2025). The Effect of Work Environment, Pressure, and Social Support on Employee Performance at PT. Tani Prima Makmur. *Green Inflation: International Journal of Management and Strategic Business Leadership*, vol. 2, no. 3.
- 45) Ultsani, Fadillah Gerhana, Reza Aviva Prastika, Herlin Herlin, and Moch. Andry W. .. Mamonto. (2019). Menggali Nilai Siri' Na Pacce Sebagai Tinjauan Sosiologis Pembentukan Perda Anti Korupsi. *Pleno Jure* 8(2):37–46. doi: 10.37541/plenojure.v8i2.133.

The Influence of Siri' Na Pacce Culture on the Integrity of State Civil Apparatus: Challenges and Strengthening Efforts

- 46) Wahyuni, Ni Komang Gita, Agus Wahyudi Salasa Gama, & Ni Putu Yeni Astiti. (2021). Pengaruh tri hita karana terhadap kinerja karyawan dengan budaya organisasi sebagai variable intervening pada saraswati garment. EMAS, 2(2). <https://doi.org/10.30388/10.30388/emas.v6i1>
- 47) Yamasita, T. (2022). Pendidikan Antikorupsi dalam Membangun Integritas ASN Berbasis “Rental.” Jurnal An-Nur: Kajian Pendidikan Dan Ilmu Keislaman, 8(2), 106–119. <https://journal.an-nur.ac.id/index.php/annur/article/view/344/183>
- 48) Yulita. (2025). Pengaruh Budaya Lokal Terhadap Etika Administrasi di Dinas Lingkungan Hidup Kabupaten Bangka. Integrative Perspectives of Social and Science Journal (IPSSJ) Volume 2 No.2.
- 49) Yuniningsih, T. (2018). Etika Adminitrasi Publik. In Nuevos sistemas de comunicación e información. Program Studi Doktor Administrasi Publik Press.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non-Commercial 4.0 International (CC BY-NC 4.0)

(<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.