



The Role of Work Culture Based on Local Wisdom of Ide to Malaqbi and Bureaucratic Reform in Enhancing the Effectiveness of Public Service Performance

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Abstract. The erosion of local wisdom values has led to challenges in adopting local culture as a standard for work and behavior among government officials. Particularly in the era of globalization, behavioral attitudes have shifted away from these values. Coworkers' achievements are no longer viewed as motivation but rather as tools for undermining others, and the sense of shame for making mistakes has diminished significantly. Therefore, this study on the adoption of the local culture Ide to Malaqbi as a work ethic alongside bureaucratic reform to enhance the effectiveness of public service performance represents a groundbreaking initiative in West Sulawesi entities. The respondents comprised 115 users of licensing and non-licensing services. Data collected and analyzed using the SEM-Amos method revealed that office service performance significantly improved when the local cultural concept of Malaqbi was adopted as a work ethic. This is attributed to the application of the Mandar ethnic community's local values, which enhance motivation, communication, and create a more conducive work environment, ultimately leading to better work outcomes. These findings underscore the importance of public service office performance in aligning and integrating the Ide to Malaqbi culture, based on local wisdom, with bureaucratic reform. Good office performance facilitates the integration of local values with the structural and procedural changes brought about by bureaucratic reform, thereby improving the quality of public services and ensuring these services meet the needs and expectations of the community.

Keywords: Ide to Malaqbi, Local culture, Public service performance.

1. INTRODUCTION

The implementation of local culture as a behavioral and work standard for every official has been emphasized by Resky Devy (2018), who pointed out that one of the key issues in public service management lies in the diminishing values of local wisdom. This issue is particularly evident in the era of globalization, marked by a shift in the cultural values of *sipakatau*, *sipakainge*, and *sipakalebbi*. This shift is manifested in a declining sense of shame in making mistakes, coworkers' achievements no longer serving as motivation but rather as opportunities for undermining, and behaviors increasingly diverging from the local wisdom of the Bugis ethnic group in South Sulawesi. Thus, the implementation of local culture plays a significant role in shaping officials' work behavior to become more accountable. As Devi et al. (2018) observed, local government officials in Bulukumba Regency, South Sulawesi, feel a sense of shame when deviating from proper work conduct, reflecting the influence of the local cultural concept of *siri'na pacce* within work units or offices.

However, local culture does not always enhance employee professionalism. Rozai (2019) found that the application of the *ewuh pakewuh* culture in the Solo City Inspectorate led to a decline in the performance of the Internal Supervisory Apparatus of the Government (APIP). This outcome suggests that elements of local culture, such as *ewuh pakewuh*, which translates to "a sense of discomfort," should be minimized to improve the professionalism of internal auditors. Rozai's findings illustrate that *ewuh pakewuh*, rooted in Javanese philosophy, often impedes professional work by prioritizing deference, thus affecting service delivery to the public.

Considering the findings of Rozai (2019), Devi et al. (2018), and Nurul Qamar (2018), further study is necessary to examine the impact of implementing local wisdom on regional government performance, specifically at the Office of Investment and One-Stop Integrated Services (DPMPSTP) in West Sulawesi Province, on the effectiveness of public office service performance. A notable challenge in improving employee professionalism is the lack of familiarity with adopting local cultural values among employees from diverse backgrounds, which requires time to establish as institutional norms.

In addition to work culture, organizational performance and public service are influenced by bureaucratic reform (Riansyah, 2022; Purwanto, 2020; Ubah, 2021; Nasution, 2024). The need for reform arises from administrative processes failing to function as intended, driving movements to eliminate obstacles to change. The discourse on bureaucratic reform encompasses a broad range of topics, including organizational structure, official behavior, and operational processes. However, this study narrows the focus to reforming human resources, for a compelling reason: focusing on human resources as part of bureaucratic reform addresses fundamental elements directly impacting public service quality. The clarity of officials in fulfilling their duties, their accountability, and their technical and professional competencies are critical factors determining how effectively and efficiently institutions serve the public. Reforming human resources serves as a strategic starting point for broader reforms, laying a strong foundation for complex structural and procedural changes.

Previous studies support this focus. Ria et al. (2016) found that reforms in process components positively impacted public service performance. Umasugi et al. (2017) noted improved organizational performance following bureaucratic reforms in various areas. Similarly, Ubah (2021) highlighted that reforms in employee recruitment processes positively influenced public sector organizational performance. Despite these advancements, challenges remain, such as budgeting and planning issues, a risk-averse culture that equates change with risk, and

insufficiently competent personnel in risk management and change administration (Vigoda and Gadot, 2003). These challenges result in suboptimal reform outcomes, with adverse effects on public service users, including unprofessional behavior by officials, unfriendliness during service delivery, and persistent affiliation-based practices that encourage corruption, collusion, and nepotism (Septiani, 2020). Consequently, many public sector organizations are willing to alter management styles to make public services more efficient and effective (Meričková Mikušová et al., 2020).

Finally, this study explores the central role of public office service performance as a mediating variable linking the work culture of *Ide to Malaqbi* and bureaucratic reform to the effectiveness of public service performance. Performance itself encompasses a hierarchy, starting from individual performance, transitioning to group performance, and culminating in organizational performance. Both theoretically and practically, individual performance is a crucial output, perhaps the most critical within an organization, as it serves as a central factor in developing the effectiveness and success of public organizations. Performance is a pivotal variable since organizational goals and objectives are measured through performance, aligning with the findings of Combs and Liu (2006). Based on this explanation, further research on adopting local culture as a work ethic in specific regions remains essential.

2. HYPOTHESIS DEVELOPMENT

Culture is inherently implemented to complement the pre-existing values upheld within an organization. The strength of organizational culture can be measured by how deeply it is embraced by all members and the degree of belief members place in it (Hakim and Sugiyono, 2020). Work quality improves when the interaction processes within an organization adhere to prevailing values and ethics, including when an organization adopts local wisdom values as a guide for shaping its work culture. Organizational culture based on local wisdom necessitates a process for full internalization. Despite this, routine socialization by leadership remains essential. Leaders' behaviors and attitudes reflecting local wisdom values can set an example in shaping organizational culture.

The successful implementation of local wisdom values positively influences both the performance of public servants and the community, as found by Gonda et al. (2023). Employees displayed openness and honesty (*moloyos*), mutual assistance (*maamis*), and mutual respect and esteem (*molios*), even when coming from diverse ethnic backgrounds. These behaviors reflect the local wisdom culture of Banggai Laut Regency in Central Sulawesi Province, which has been implemented as a work culture. In organizations with diverse ethnic cultures, implementing local wisdom values positively influences performance. For example, the values of *siri'na pace*, *sipakainga*, and *sipakatau* in Bulukumba Regency, South Sulawesi Province, are deeply upheld by public servants as behavioral guidelines. These values instill a sense of shame when errors are made, enhancing their job performance. Halim and Ramadhan (2022) revealed that adopting the *Ide to Malaqbi* culture motivates public servants at the DPMPTSP of West Sulawesi Province by fostering a supportive work climate that maximizes their potential. Furthermore, an agency with its *Malaqbi* culture creates a positive work environment for public servants. Based on the above discussion, the first hypothesis is formulated as follows:

H₁: Local wisdom-based work culture Ide to Malaqbi positively influences the performance of integrated office services at DPMPTSP in West Sulawesi.

Reforming human resources is a priority agenda in bureaucratic reform efforts to establish an effective and efficient bureaucracy through strengthening civil servant management that is transparent, competitive, integrity-based, and merit-based (Permenpan, 2015). Merit-based implementation ensures that recruitment, transfer, promotion, payroll, rewards, and career development are based on qualifications, competencies, and employee performance. This merit system fosters a sense of justice among employees and improves competence and performance (Madjid, 2021). Specifically, reforming human resources through better planning, recruitment, training, and evaluation is essential (Sattar et al., 2015). Accountability inefficiencies and poor public servant performance (Johari and Yahya, 2019) emphasize the importance of having quality human resources as a unique advantage for the public sector. Transitioning from old habits to new practices requires time and readiness (Kurniawati et al., 2019). The pace of adaptation often depends on how quickly infrastructure within the institution aligns with new goals. Furthermore, organizational restructuring significantly enhances the quality of public sector performance (Pribadi, 2021; Ubah, 2021; Johari and Yahya, 2019; Ria et al., 2016; Umasugi et al., 2017). Similar findings have been observed in countries like Malaysia (Fauzi et al., 2021), Denmark (Torfing et al., 2019), and the Philippines (Teng-Calleja et al., 2017). Based on this discussion, the second hypothesis is formulated as follows:

H₂: Bureaucratic reform positively influences the performance of integrated office services at DPMPTSP in West Sulawesi.

The adoption of local culture in various regions has successfully improved public service quality. For instance, the *piil pesenggiri* culture in Lampung, emphasizing courtesy, is appreciated by the community (Pairulsyah, 2018). Similarly, national cultural implementation in South Korea serves as an antecedent for public service improvement, addressing rampant corruption in government offices (Lee et al., 2020). Based on these insights and previous research findings, the third hypothesis is proposed as follows:

H₃: Local wisdom-based work culture Ide to Malaqbi positively influences the effectiveness of public services in West Sulawesi.

The primary reason for implementing reforms is to introduce a new approach to managing public service

functions that shift from merely administrative to more managerial practices. This response is triggered by the expanding scope of governmental responsibilities, economic challenges, and changes in the private sector's role in public service delivery (Li et al., 2017). Rerung's (2019) study found that bureaucratic reform of human resources in the Regional Development Planning Agency of West Sulawesi Province has progressed but remains suboptimal due to challenges such as limited technology utilization, lack of public servant competence, and insufficient recognition for employees, all affecting the public services provided. Similar issues have been highlighted in other regions and studies (Suwarno et al., 2020; Khan et al., 2021; Nasution, 2024). Based on this discussion, the fourth hypothesis is formulated as follows:

H₄: Bureaucratic reform positively influences the effectiveness of public services in West Sulawesi.

Performance is linked to the quality of behaviors that align with duties and jobs. The performance of bureaucratic service personnel can be maximized when their time and focus are dedicated entirely to serving the community. Performance assessments hold significance for public servants, as they demonstrate managerial attention and motivate employees. Effective performance assessments can lead to promotions, career development, and rewards for high achievers, while underperformers may face demotions. Feedback from citizens, whether praise or criticism, often reflects the quality of services delivered. Studies by Widiyanti (2016), Handayani and Suryani (2019), and Idris and Konadi (2018) demonstrate that performance significantly impacts service quality. Based on this discussion, the fifth hypothesis is proposed:

H₅: The performance of integrated office services at DPMPTSP positively influences the quality of public services in West Sulawesi.

Building an agile bureaucracy to deliver public services requires structural reforms (Faedlulloh et al., 2020). Sustained bureaucratic reforms improve public service quality and foster trust among citizens in government service delivery. Bureaucratic reform closely ties to other reform aspects, such as shifting mindsets, developing technology-based public service structures, and refining regulations and leadership (Hartanto, 2019). Meanwhile, Dianne (2002) highlights that work culture influences organizational reactions to various situations, whether turning mistakes into learning opportunities or seeing events as threats or opportunities. Consequently, both culture and reform drive transparency, accountability, and quality in achieving organizational goals. As elaborated above, performance acts as a mediating variable linking *Ide to Malaqbi* culture and bureaucratic reform to public service. Hence, the sixth and seventh hypotheses are formulated as follows:

H₆: Local wisdom-based work culture Ide to Malaqbi positively influences public service effectiveness through the performance of integrated office services at DPMPTSP in West Sulawesi.

H₇: Bureaucratic reform positively influences public service effectiveness through the performance of integrated office services at DPMPTSP in West Sulawesi.

3. METHODOLOGY

This study employs a quantitative research approach with a survey method, using analytical criteria to examine two or more variables in an effort to address research questions or test research hypotheses (Morisson, 2012). The survey method utilized involves administering questionnaires to the public as service users of licensing and non-licensing administrative services at four entities under the DPMPTSP, namely Mamasa Regency, Mamuju Regency, Central Mamuju Regency, and Pasangkayu Regency in West Sulawesi Province. Data collected from respondents were analyzed using Structural Equation Modeling (SEM) with Amos software version 22.0.

The population in this study consists of individuals applying for licensing and non-licensing services at the DPMPTSP in four regencies within West Sulawesi Province: Mamuju, Central Mamuju, Mamasa, and Pasangkayu. The DPMPTSP was chosen as the institution of focus because it adopts the *Ide to Malaqbi* local wisdom-based work culture. This approach ensures that daily practices of public servants emphasize creating public services that are closer to local cultural values, more effective, approachable, and foster stronger relationships between public servants and the community. This study aims to understand the effectiveness of implementing the *Ide to Malaqbi* local wisdom-based work culture at the DPMPTSP. Consequently, the research targeted individuals applying for licensing and non-licensing services during the period of December 2023 to January 2024.

A total of 124 respondents were involved in the licensing application process across the four service entities, forming the study's population. However, nine (9) questionnaires were deemed unusable due to incomplete or flawed responses. Thus, only 115 questionnaires met the criteria for completeness and were considered suitable for further analysis. To ensure the validity and relevance of the data obtained, the sampling method employed was purposive sampling, focusing on the criterion of questionnaire completeness.

4. RESULTS AND DISCUSSION

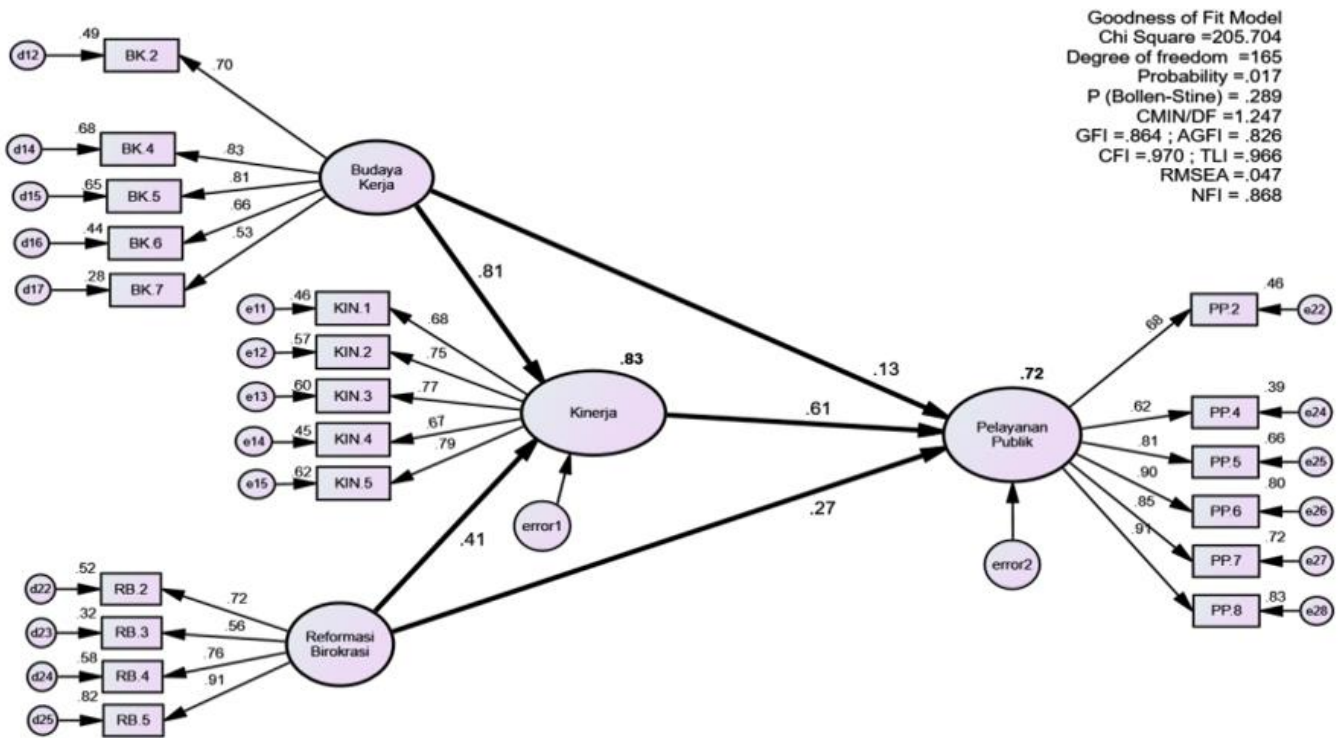


Figure 1. Model hypothesis.

Table 1: Regression weights.

			Estimate	S.E.	C.R.	P	Label
KIN	←	RB	.451	.096	4.675	***	
KIN	←	BK	.609	.089	6.826	***	
PP	←	KIN	.640	.274	2.342	.019	
PP	←	BK	.100	.173	.578	.563	
PP	←	RB	.314	.149	2.115	.034	
PP.2	←	PP	1.000				
BK.4	←	BK	1.000				
KIN.4	←	KIN	1.000				
BK.2	←	BK	.651	.081	8.003	***	
RB.2	←	RB	1.000				
KIN.3	←	KIN	.986	.135	7.300	***	
KIN.2	←	KIN	1.135	.159	7.125	***	
KIN.1	←	KIN	.806	.123	6.531	***	
BK.5	←	BK	.717	.074	9.620	***	
BK.6	←	BK	.633	.085	7.452	***	
BK.7	←	BK	.636	.111	5.731	***	
RB.3	←	RB	1.023	.181	5.654	***	
RB.4	←	RB	1.336	.176	7.611	***	
RB.5	←	RB	1.677	.195	8.585	***	
KIN.5	←	KIN	.941	.127	7.406	***	
PP.4	←	PP	1.008	.162	6.208	***	
PP.5	←	PP	1.292	.163	7.921	***	
PP.6	←	PP	1.309	.152	8.588	***	
PP.7	←	PP	1.270	.155	8.213	***	
PP.8	←	PP	1.093	.126	8.690	***	

5. HYPOTHESIS TESTING AND FINDINGS

5.1. First Hypothesis

The first hypothesis posits that the *Ide to Malaqbi* local wisdom-based work culture is associated with the performance of integrated office services in West Sulawesi. Hypothesis testing was conducted by comparing the p-value with the significance level ($\alpha = 5\%$). The hypothesis is accepted if the p-value is less than the 5% significance level. The analysis yielded a coefficient of 0.812 ($p < 0.001$), with the p-value being less than 0.05 ($p < 0.05$), thus confirming the hypothesis. This indicates that the work culture significantly correlates with the performance of integrated office services. The positive path coefficient further demonstrates that the work culture positively influences performance. These findings suggest that the *Ide to Malaqbi* work culture disciplines public servants, enabling them to embody values of integrity, sincerity, and discipline in their work, as well as consistently maintaining honesty in fulfilling their tasks.

5.2. Second Hypothesis

The second hypothesis states that bureaucratic reform is related to the performance of integrated office services in West Sulawesi. Hypothesis testing was similarly conducted by comparing the p-value with the significance level ($\alpha = 5\%$). The hypothesis is accepted if the p-value is less than 0.05. The analysis resulted in a coefficient of 0.409 ($p < 0.001$), with the p-value being less than 0.05 ($p < 0.05$), thus confirming the hypothesis. This finding implies that bureaucratic reform significantly correlates with the performance of integrated office services. Positive reform improves service performance, particularly in the area of human resource management within local government offices. Clear task distribution and a strong sense of responsibility among public servants minimize task redundancy. The reforms have proven effective in enhancing the skills and expertise of public servants, validating the second hypothesis.

5.3. Third Hypothesis

The third hypothesis proposes that the *Ide to Malaqbi* local wisdom-based work culture is associated with the effectiveness of public services in West Sulawesi. The analysis yielded a coefficient of 0.127 ($p = 0.563$), with the p-value exceeding the significance level ($p > 0.05$), leading to the rejection of this hypothesis. This suggests that the *Ide to Malaqbi* work culture does not significantly impact the effectiveness of public services. Although the culture emphasizes values such as integrity, discipline, work ethic, and innovation, these principles have not been fully internalized by public servants. Consequently, public services often fail to meet societal needs for comfort, security, and streamlined procedures. Two primary factors may explain this insignificant relationship:

1. Referring to MacKinnon (2008) and Hayes (2013), if a mediating variable contributes most strongly to the dependent variable, the direct relationship between the independent and dependent variables may become insignificant.
2. Variability in demographic data, such as gender, may contribute to inconsistent results in coefficient testing.

5.4. Fourth Hypothesis

The fourth hypothesis posits a significant relationship between bureaucratic reform and the effectiveness of public services. The analysis resulted in a coefficient of 0.271 ($p = 0.034$), with the p-value being less than 0.05, thus confirming the hypothesis. This finding indicates that reforms implemented within the DPMPTSP, particularly in task allocation and accountability, significantly enhance the effectiveness of public services. Efficient task execution and timely completion contribute positively to the quality of public services, validating the fourth hypothesis.

5.5. Fifth Hypothesis

The fifth hypothesis asserts that the performance of integrated office services is associated with the quality of public services in West Sulawesi. The analysis yielded a coefficient of 0.610 ($p = 0.019$), with the p-value being less than 0.05, confirming the hypothesis. This finding demonstrates that the effectiveness and outputs of office services align with societal needs. Service delivery adheres to established procedures, and supporting facilities are well-maintained, supporting the hypothesis.

5.6. Sixth Hypothesis

The sixth hypothesis suggests that the *Ide to Malaqbi* work culture is associated with the effectiveness of public services through the performance of integrated office services in West Sulawesi. The indirect path coefficient linking the work culture to public service effectiveness through service performance was 0.495, indicating that integrated office service performance serves as a mediating variable. Further analysis using a triangle model confirmed complete mediation. The direct relationship between work culture and public service effectiveness was insignificant ($p = 0.563$; coefficient = 0.127), while both the relationship between work culture and service performance (coefficient = 0.812; $p < 0.001$) and the relationship between service performance and public service effectiveness (coefficient = 0.610; $p = 0.019$) were significant.

These findings confirm that the *Ide to Malaqbi* work culture does not directly influence public service effectiveness but does so indirectly via service performance. The high professional standards, strong work ethic,

discipline, and innovation encouraged by the work culture enhance service performance, which subsequently improves public service quality. The mediating role of service performance is particularly evident, as the indirect effect (coefficient = 0.206) surpasses the direct effect (coefficient = 0.127). This highlights the importance of professional and innovative attitudes among public servants in ensuring high-quality public services, particularly in licensing and non-licensing administration.

5.7. Seventh Hypothesis

The seventh hypothesis posits that bureaucratic reform is associated with public service effectiveness through the performance of integrated office services in West Sulawesi. The indirect path coefficient linking bureaucratic reform to public service effectiveness through service performance was 0.249, confirming that service performance serves as a mediating variable. Further testing using a triangle model validated this mediation, underscoring the significant role of service performance in bridging bureaucratic reform and public service effectiveness.

6. CONCLUSION

In practice, cultural adoption represents a transformation in the way public servants interact with and serve the community. This concept extends beyond merely updating administrative procedures; it redefines the paradigm of public service, shifting the focus from procedural efficiency to a more empathetic approach toward service users.

In the context of bureaucratic reform, this implies that service personnel no longer perform their duties solely to meet procedural standards but also strive to address and accommodate the emotional and social needs of the public. Such an approach fosters a shift in organizational culture, where interactions with the community become warmer, and service personnel learn to perceive each individual not merely as an entity requiring services but as a unique member of the broader community.

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