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Analysis of Mind Patterns and Work Culture in Government of West Pasaman District

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ABSTRACT

This article Aim to analyze bureaucratic reform in the West Pasaman district government, which is related to the last stage of the 2020-2025 bureaucratic reform grand design. This projection is an opportunity to demonstrate the dedication of the bureaucracy to good governance. On the other hand, there is one thing that cannot be denied, such as the fact that the government still leaves a lot of work that has not been completed according to the target and public services that are not yet community-oriented. The performance of the West Pasaman district government's bureaucracy is still considered low. This study uses a descriptive research method that is supported by a literature study approach by tracing the actual data for this research material. The results of this study discuss two aspects of bureaucratic reform, namely reform of mindset and work culture. Improving the mindset is used to improve the performance of the bureaucracy in order to think in a visionary direction to create a productive, innovative, and competitive bureaucracy, for this reason, the mindset is adapted from the concept of dynamic governance (Thinking ahead, Thinking Again, Thinking Across. While the work culture is aimed at creating bureaucracy agile and fast, considering the West Pasaman bureaucracy consists of two ethnicities (Mandahiling, Minang) so that it affects the work culture of each.

Keywords: Bureaucratic Reform, Mindset/Work Culture, Dynamic Governance

ABSTRAK

Artikel ini bertujuan untuk menganalisis reformasi birokrasi di pemerintahan Kabupaten Pasaman Barat terkait tahapan terakhir *grand design* reformasi birokrasi 2020-2025. Proyek ini merupakan peluang untuk menunjukkan dedikasi birokrasi terhadap tata kelola pemerintahan yang baik. Di sisi lain, ada satu hal yang tidak bisa dipungkiri, seperti masih banyaknya pekerjaan yang belum diselesaikan pemerintah sesuai target dan pelayanan publik yang belum berorientasi pada masyarakat. Kinerja birokrasi Pemerintah Kabupaten Pasaman Barat dinilai masih rendah. Penelitian ini menggunakan metode penelitian deskriptif yang didukung dengan pendekatan studi pustaka dengan menelusuri data aktual untuk bahan penelitian. Hasil penelitian ini membahas dua aspek reformasi birokrasi, yaitu reformasi pola pikir dan budaya kerja. Perbaikan pola pikir digunakan untuk meningkatkan kinerja birokrasi agar berpikir secara visioner untuk mewujudkan birokrasi yang produktif, inovatif, dan berdaya saing. Pola pikir tersebut diadaptasi dari konsep tata kelola yang dinamis (berpikir ke depan, berpikir ulang, berpikir melintas). Adapun budaya kerja ditujukan untuk menciptakan birokrasi yang gesit dan cepat, mengingat birokrasi Pasaman Barat terdiri dari dua suku (Mandahiling, Minang) sehingga memengaruhi budaya kerja masing-masing.

Kata Kunci: Reformasi Birokrasi, Pola Pikir/Budaya Kerja, Tata Kelola Dinamis

INTRODUCTION

In overcoming the various issues faced by the Indonesian government, reform of governance / bureaucratic reform in various fields such as politics, social economy and law must be carried out, bureaucratic reform can be understood as an effort to restore public confidence in the government. reasons The implementation of good governance must be followed by a series of reforms in the public sector, including the sector Ministries and institutions that are tasked with assisting the president in solving several problems in this country and regional heads as local governments who are also in control of the success of decentralization. (Faedlulloh, Yulianto, & Karmilasari, 2019) explains one of the main problem areas related to bureaucratic reform, namely mindset and work culture. Service delivery in practice is still far from expectations in good governance, in the realm or aspects of Mindset and Work Culture / Culture Set, bureaucrats do not have a mindset that serves the community, has not achieved results-oriented performance, and the bureaucracy is not yet fully effective and efficient as well as productive and professional. So this paper will focus on the area or domain of the mindset and work culture of the bureaucracy / public officials in public sector reform.

Changes in public sector management and the concept of public sector reform in the aim of creating good governance (Good Governance), one of the efforts to lead to this concept is to change the government's view towards a result orientation and prioritize the public as customers who must fulfil their fundamental rights. (Abdul Kadir, 2019) Bureaucratic Reform is not just a change in the format of ministries and institutions. However, it includes changes in the tools used to support the running of these public institutions or organizations in an economically efficient and effective and transparent manner so that the ideals of good governance can be materialized. In (*EdiTopo Ashari*) structuring apparatus resources is the main thing that must be done in optimizing effective and efficient government administration. Organizing apparatus resources in the institutional sector / central officials and institutions / regional officials is an integral part of making improvements, based on the above problems, one of the main problems of apparatus resources is the mindset and work culture (culture set). These statements are essential in this paper.

The system of government change in the sector of state institutions and state officials experienced changes in the period of President Jokowi and Ma'ruf Amin (2019-2024) and the number of regional heads with an entrepreneur/entrepreneur background. Changes in the rules of state institutions and state officials of the Indonesian government are essentially an effort to implement good governance and change the old mindset with a new mindset to create innovations in solving public problems. West Pasaman Regency is one of the districts in West Sumatra which is located on the border of West Sumatra and North Sumatra. The people in West Pasaman consist of three tribes, namely the

Mining, Mandahiling and Javanese tribes. The presence of several tribes in West Pasaman positively influences the mindset and work culture of each apparatus, for example, the Javanese people have a work culture of "Ewuh Pakeuh", namely the work culture of the primo ethnicities, and their mandating work culture is known as "Got Ipas" which means "Want Fast". Done. Based on these differences in work culture, West Pasaman Regency needs to pay attention to the development of public sector apparatus resources considering that the work culture of each ethnicity must foster a creative and innovative work culture that can contribute to West Pasaman Regency. The implementation of bureaucratic reform that is being carried out in all institutions/agencies, especially in the West Pasaman district government, really requires a change in mindset/mindset that can support improved governance to achieve good governance. The West Pasaman district government is expected to be able to respond to public problems with various innovations that can be created to resolve and adjust dynamic public interests. Therefore, the West Pasaman district government must ensure that the position holders, as leaders and regional officials have a mindset and work culture that can create innovation so that they can provide solutions in holding government tasks.

This paper is rooted in the thought that while implementing public sector reform, both institutional, implementation and apparatus resources are problems that need to be improved, namely the mindset and work culture / culture-set in line with the issuance of regulations on the handover of authority to take care of the respective regions that initiate various the background of regional heads in Indonesia, therefore along with the flow of development in every aspect of life, the government needs apparatus/human resources who have a solution-oriented mindset or way of thinking, and competencies that produce performance. It is hoped that a variety of different backgrounds in state institutions and state / public officials can improve the mindset that is one of the areas in bureaucratic reform to realize good governance. With the ability and mindset, the government is encouraged to review current policies and strategies, update targets and goals, and formulate new steps to prepare for the future.

This paper will analyze the steps that can be taken in implementing bureaucratic reform in the West Pasaman Regency government. So to explain this, the author will use a theory that is closely related to the implementation of bureaucratic reform, namely Dynamic governance offered by Neo and Chen (2007), this theory will answer the facts in the bureaucracy/administration, especially those related to public problems that require a pattern. Thinking/mindset and work culture so that it leads to solutions. The mindset and work culture will open up public officials to see the policies that have been implemented to be evaluated and redesigned to improve quality in achieving goals. The mindset is intended so that public officials can innovate in thinking about public problems but are still in line or relevant to dynamic changes (Fitriana, 2017).

Change is a thing or phenomenon that cannot be avoided, including changes that occur in the government sector. Therefore these changes need to be responded quickly by the government. In short, dynamic governance can be understood as the ability of the government to continue to adapt and be able to adapt quickly to changes that occur to remain consistent/relevant so that the goals set can be achieved. To adapt quickly to change requires integrity, pragmatism, a market that is used as a foundation to be able to move in the government and is accompanied by an organizational / work culture such as stability and independence.

Furthermore, the concept of dynamic governance is known in the concept of dynamic governance (Andhika, 2017; Rachmandiansyah & Aisjah, 2015) which includes thinking across. This concept is used to learn ideas from other people. To achieve goals and perfect a policy requires free-thinking and a desire to adopt the thoughts of others to create innovation in innovative leadership. This is also in line with the expectations conveyed by President Jokowi, who wants the bureaucracy to be friendly to services and needs to interpret more deeply and critically in overseeing the work of the bureaucracy. So that in the next 2025 all aspects or domains of bureaucratic problems and government administration can be well ordered as expected.

LITERATURE REVIEW

Febriana, (2014) Human resource management is an activity program to obtain human resources, develop, maintain, and utilize them to support the organization in achieving its goals. (Dolongseda, Gosal, & Kimbal, 2017) In essence, the structuring/reform of the bureaucracy, including ministries in Indonesia prioritizes the importance of rationalization in creating an effective and efficient bureaucracy through a balanced division of labour. (Ratu Megalia & Syamsuddin, 2014) facing the era of globalization, the main problem is the limited quality of human resources to participate in the implementation of development both nationally and internationally. Fathya, (2017) Structuring human resources in the context of bureaucratic reform, human resources are not only seen as a component of reform but are part of changes in the government area.

Organizing human resources is an essential element that needs to be done in reforming or rearranging the government system. Many writings and researches talk about public sector structuring or reform. (Akny, 2014) Reform originates from a change in the administrative paradigm that relates to aspects of legal norms in government. (Artini, 2016) This is based on First, power in carrying out public service functions in the context of state administration is placed in the power (executive) as the executor of the role. Second, power in the administration of government comes from the formal authority given to a person or party in a particular field. Third, the given authority is based on the

law, which becomes the basis for carrying out administrative functions through the delegation of powers granted by the state.

Febriana, (2014) Apparatus as state and government administrators are obliged to be responsible for formulating and implementing strategic steps and creative efforts to realize the welfare of society in a just, democratic and dignified manner. (Saleh, 2017) There are at least two logical consequences for the use of the normative approach. First, this approach will relate to the content and functions that exist in government management which is understood as a normalized sequence of activities. Second, the normative approach provides specific techniques for specific functions that are carried out and applied to an organization. (Setyaningrum, 2012) Along with the development of life, the central and regional governments need apparatus or human resources who have a mindset and work culture so that they can overcome public sector problems that have become problems so far.

To realize good governance, changes need to be made (Thaha, 2015) there are three ways to achieve results in making changes, namely: reengineering, local government, innovation. (Sudrajat, 2015) in line with the principles of professionalism and objectivity in the necessary civil service law, therefore bureaucratic reform in local government circles needs to be reorganized, including the background of leaders. (Kadmasasmita, 2017) to increase the leader's innovation, it is necessary to have an institution that understands and lives the innovation before implementing this innovation. Organizations need to be aware of obstacles and efforts in implementing innovation, learn quickly to face every challenge, be able to build innovative leadership and entrepreneurial insight. (Purnamasari, Munjin, & Ratnamulyani, 2019) in structuring government administration, it is necessary to have the right number of human resources apparatus, professional and competent.

Artini, (2016) The government is not only a facilitator and service provider but as a dynamist and entrepreneur. Talking about the entrepreneurial government, (Andari, Saragih, & Mulyani, 2018) the performance of regional heads led with entrepreneur and non-entrepreneurs backgrounds is different. (Zerbinati & Souitaris, 2005) in his writing talking about the entrepreneurial spirit in the European government public sector, he further explained that the European government does not budget the APBD for local governments, since the 1980s the European government has closed most of the coal mines and steel factories so that regional heads (Council) must think about the fate of unemployed people, regional heads are demanded to be creative and innovative in seeking income for the region and for advancing their regions.

Furthermore (Korosec & Berman, 2006) the government as a manager must support for the development of new programs including increasing awareness of obtaining supporting resources for local / city governments and coordinating efforts in implementing local government programs. Speaking of mindset in public sector reform, according to (Faedlulloh et al., 2019) bureaucrats must have a visionary mindset. The bureaucracy must be responsive to situations and interests so that its existence remains relevant in every change. (Meynhardt & Diefenbach, 2012) Public sector organizations in several countries have shifted to cultivating private principles and incorporating the entrepreneurial spirit in the public sector. (Sepehrnia, 2015) examines the effect of the professional background of regional heads on local government performance. The statistical results show that the performance of local governments led by a background of entrepreneurs is significantly different from the performance of local governments led by non-entrepreneurs. Regional governments led by regional heads with an entrepreneurial background have better performance than regional governments led by non-entrepreneurs.

Fitriana, (2017) Dynamic governance is a combination of culture with the capability to produce change. (Rachmandiansyah & Aisjah, 2015) the concept of dynamic governance is a concept that is believed to manage government activities well. (Adhyatma Kusuma, 2015) Dynamic Governance is a combination of cultures and capabilities that will lead to change. (Tuah & Putra, 2020) The government must move dynamically to plan and implement innovative policies to answer problems related to government quality. While the mindset and work culture in organizations can be influenced by ethnicity (Aldri Frinaldi & Embi, 2015; Frinaldi, 2013). According to Aldri Frinaldi & Embi, (2015) in their study, the Javanese ethnic / ethnic ASN has a work culture of *Ewuh pakewuh* so that it has *Nrimo* habits, and does not contribute suggestions / ideas. Whereas in another study talking about the work culture of the *mandahiling* ethnic, the result is that the *mandahiling* ethnic group has a work culture of *Giot Ipas* or wants to finish it quickly (Frinaldi, 2013).

RESEARCH METHOD

This study uses a qualitative method to analyze the mindset and work culture in an effort to reform the bureaucracy. Qualitative methods will describe and interpret in detail to get a clear and systematic understanding. The approach in this research uses a literature study approach by examining data related to the concept of bureaucratic reform in Indonesia which is then adjusted to a study case (Darmalaksana, 2020). Data collection was obtained through the collection of West Pasaman HR (Bureaucracy) data and the results of studies related to western Pasaman governance. After collecting the data, it will then be analyzed qualitatively by means of triangulation (reducing data, displaying data, and drawing conclusions (Wahidmurni, 2017).

Bureaucratic Reform

The term management is more often used for the term human in the process of managing people in an organization (Malik Abdul Aziz, 2015.) The structuring of human resource management is strategic to organize humans as the main actors. (Rumzi Samin, 2016) The human resource management unit plays a vital role in managing people so that the organization or institution has a performance that is by the needs of the government or organization, and it is more than just personnel management which is a routine activity that produces documents to recruit and finance employees. The first objective of structuring human resources is to use the performance that has been paid by the organization or institution effectively for the benefit of the organization or institution. (J, Idris, & Burhanuddin, 2017) Productive employees can help institutions or organizations achieve their goals in carrying out their functions. Reform in the Human Resources or apparatus management section aims to create and implement better, more competent management of the apparatus and to support government efforts to improve the quality of state administration.

Dynamic Governance

The concept of dynamic governance was first formulated by Neo & Chen (2007: 52) that dynamic governance is a pattern of how various policies work, selected institutions and structures can adapt to positions that are changing very rapidly so that policies remain relevant in achieving goals. Neo & Chen conveyed that culture is very influential in governmental activities; culture can synergize with strong organizational capabilities, thus creating a dynamic government that allows change. (Andhika, 2017) Dynamic governance is the government's ability to adjust public policies and programs and change the way these public policies are formulated and implemented. (Rachmandiansyah & Aisjah, 2015) Dynamic governance emphasizes the adaptation of government governance to environmental changes. The bad habit that is always shown, especially in regional governments, places a leader on a paternalistic basis, in return for political support.

(Andhika, 2017; Fitriana, 2017; Rachmandiansyah & Aisjah, 2015) The basic concept of dynamic governance is to combine culture and the capability to think ahead, think again, and think across borders to produce change – the real one. Thinking ahead (thinking ahead) is the ability to identify environmental factors that affect the implementation of development. This will encourage the government to revisit the prepared policies. Thinking again (think back) the ability to review the current policy. Whether the policy being implemented has met expectations or not, does it need a redesign for good results and quality in the future? Thinking Across (thinking across borders) the ability to adopt thoughts, opinions from outside and other actors to do something.

ANALYSIS AND DISCUSSION

In Indonesian governance, one of the efforts that must be made is bureaucratic reform. Bureaucratic reform is believed to be able to eliminate pathologies or diseases of the bureaucracy, both central and Indonesian (Kurdi, 2020). The loss of public trust in government officials (bureaucracy) was one of the reasons for the implementation of bureaucratic reform. In the administration of public services, the government is more power-oriented and neglects its duties as public servants. The case study was conducted in the West Pasaman government, it was based on the patrimonial approach to the bureaucracy. Patrimonial bureaucracy is a concept of political culture which in society has strong roots in a culture which is influenced by family relationships (Rohilie, 2015).

In the concept of West Pasaman Regency regional government, the Patrimonial approach is very dominant. The socio-cultural process creates community groups and can influence the course of recruitment in bureaucratic positions. The phenomenon is that the West Pasaman district bureaucracy consists of two ethnicities (Mandahiling and Minang), when the regional head election is won from one of the ethnic/ethnic groups, the bureaucracy in each agency is dominated by the winning ethnicity/ethnicity So that cultural differences and ways of working affect the results of public services. The differences that occur are one of the causes of the low ability of the bureaucracy to meet public needs, the initiative and ability to respond to every problem is very inadequate. The West Pasaman district government is considered to be the only cause of distortion in public administration. In this case, it is difficult to create a government with good performance. One of the reform designs established by the government to improve and enhance the performance of the bureaucracy is the mindset and work culture. Therefore, this study wants to see what the future of bureaucratic reform will look like in the regional government of the West Pasaman Regency. how the mindset and work culture of the West Pasaman regional government in solving a problem or how the bureaucracy can bridge the improvement of bureaucratic performance through bureaucratic reform can be realized.

Reform of Mindset / Mind-Set: Dynamic Governance at the Local Level of West Pasaman Regency

The long-term goal of bureaucratic reform is to provide policy direction for the implementation of the bureaucracy at the ministerial, institutional and local government levels to run effectively, efficiently, measurably and consistently, be integrated and institutionalized. Procreation as a public service must be oriented towards the satisfaction of the community as customers and able to adapt to change. The performance of the bureaucracy is often faced with fundamental problems such as the absence of an exact mechanism for overcoming problems in the form of challenges to the development of the

community situation and the work of the bureaucracy. On the other hand, the government has created a grand design for bureaucratic reform (2010-2025). The Grand Design for Bureaucratic Reform is a master plan containing the policy directions for the implementation of national bureaucratic reform for the period 2010-2025. At the same time, the Bureaucratic Reform Road Map is a form of operationalization of the Bureaucratic Reform Grand Design which is compiled and carried out every 5 (five) years and is a detailed plan of bureaucratic reform from one stage to the next for five years with clear annual targets and is used as a reference for the government. Regions in implementing reforms in the regions include West Pasaman Regency.

West Pasaman District needs to rearrange the bureaucratic process from the highest level to the lowest level and make breakthroughs (innovation breakthrough) with gradual, concrete, realistic, serious steps, think outside the box/routine. In the context of capacity building, the fundamental and essential thing to reconsider the achievement of the goals of bureaucratic reform is the aspect or domain of the mindset. Understanding in-depth the mindset and work culture of the bureaucracy is essential for improving bureaucracy and governance in Indonesia. The stereotype of western post a society about the bureaucracy that is convoluted, rigid, inefficient and does not prioritize society is a formidable challenge to improve the image of the bureaucracy itself in the eyes of the public. In West Pasaman, there is a striking difference between the activities and performance of public and private sector organizations. Innovation by playing a mindset has not been realized in the mindset of the West Pasaman bureaucrats/apparatus. Therefore reform in the aspect of mindset must be fought for.

When talking about thought patterns and work culture in state administration, Chen and Neo's thoughts about dynamic governance in which there are steps of thinking (think ahead, think again and think across) are still relevant. Every bureaucratic apparatus, including public officials, should return to ethics and morality, in the sense that the bureaucratic apparatus / public officials should work based on morality and humanity by changing the way of thinking and point of view as a form of innovation in their leadership. The West Pasaman apparatus must have a visionary mindset and mindset or think hard and be responsive to the situation so that it remains relevant to all changes and global dynamics.

Thinking Ahead

Thinking ahead is the thinking capacity of public officials and public administrators in formulating future conditions that may have an impact on the institution. The West Pasaman government must review policies and formulate strategic steps to prepare for changes in the future. Rapid change due to globalization and advances in information communication and technology must be able to be responded to and utilized by the apparatus, considering that digital progress can be an opportunity and opportunity to carry out service and implementation activities easily and can be accessed quickly by anyone. Public organizations should be moreswiftand quick to act than private organizations, considering that private organizations can provide a much more accurate and useful service to their customers by utilizing information, communication and technology.

Several public sector activities in West Pasaman have utilized ICT known as E-Government, in providing services and also as a solution to various public problems. However, in practice, it is not optimal because there are still obstacles and problems in several fields, both in terms of human resources and networks. Several public officials as leaders who have to think ahead with the capacity to think ahead and can take advantage of the sophistication of ICT so that they find innovations in their leadership, such as Tri Risma (Mayor of Surabaya). The Mayor of Surabaya has a mindset and work culture that can be imitated and applied by Western Pasaman. Tri Risma succeeded in building Surabaya by utilizing the sophistication of ICT as evidenced by digital-based services (E-government) in almost every service. Then he also created a work culture towards Bureaucratic entrepreneurs. The mentality and high moral standards and consistent and robust commitment can be realized if the regional head has the characteristics of a bureaucratic entrepreneur (Urbanus & Maichal, 2015).

Furthermore, the mayor of Bandung (Ridwan Kamil), innovation in the city of Bandung which is implemented by Ridwan Kamil can be an example for other regions and cities to implement innovation and leadership of Ridwan Kamil. The mayor of Bandung also took advantage of the sophistication of ICT in his leadership as evidenced by the development of the Bandung Smart City. (Pitriyanti, 2018) Bandung smart city can provide adequate public services for its people and transparent bureaucratic management. Smart city development, such as the provision of public services such as licensing services, can be accessed through the GAMPIL (Gadget Mobile Application For License) application service and Hay U, in the field of taxation through E-Satria (SelfAssessment Tax Reporting). From think ahead, collaborative governance was born that encourages the achievement of policy objectives.

Thinking Again

Think Again (think again) is the ability to face the present reality with future strategies. Existing policies or programs will be redesigned by comparing and rethinking the successes and failures of ongoing programs with the desired intent. In the context of governance, thinking again is to see whether the policies that have been implemented are by expectations than about the improvements for the ongoing policies. Through thinking again, it will encourage the bureaucracy and public apparatus always to analyze and carry out evaluations on an ongoing basis based on the current situation and identify problems which can then be used as formulations for other policies as solutions for the public.

Therefore, the character of the bureaucracy is a character that must be owned by public organizations in the administration of government. It is not enough to create a program or policy but not to rethink the challenges and obstacles as well as the potential to develop it towards progress so that it can follow every development that exists by the because it needs to be reviewed and evaluated every result. In the context of advances in information and technology in the public sector, e-government needs to be reexamined, not only left Ualoney, and it must be evaluated to find updates and solutions to the problems in it. For example, when E-Procurement was applied, it was necessary to think about continuous renewal, how to prevent cheating from occurring in the process, how to make public goods procurement free from agents who obstruct the effectiveness of the system. All of that must be present in mind and find a solution.

Thinking Across

Thinking across borders is the ability to cross existing boundaries, both in conditions and conditions such as traditional and ancient culture and learn from the experiences of others, which then the results can be applied according to local conditions and local conditions. To create innovations for government improvement, the apparatus must contribute ideas obtained from the learning process from direct experience or practice. (Faedlulloh et al., 2019) the substance is present-outside, future-inside, which can then be interpreted as a policy strategy, brilliant thinking still belongs to other organizations or countries. It will be applied and become ours too. Being interested in other people's innovations and programs is not just an operational perspective but instead thinking about how that person might find different solutions to the same problem.

In the concept of dynamic governance, sectoral/regional ego is no longer compatible. To improve the quality of public sector performance, there is no need to exalt and be ashamed to admit the success of other organizations and then be reluctant to apply and apply in their organizations/regions. For example, the concept of a Public Service Mall

that is spread across several cities in Indonesia is inspired by the Public Service Hall in Georgia. Another example is the concept of Reinventing Government which developed countries have previously practised so that they have succeeded in creating an image of the government as an excellent servant—gradually starting to incorporate this concept into the administration of the Indonesian government. Thinking across is different from the copy-paste system, by taking and practising everything and everything, but thinking across has to be able to put the problem in its place, and it must be able to see the suitability of your needs with the local conditions at that time.

Reform of Mindset and Work Culture: Encouraging Innovation in The Implementation of West Pasaman Regency Government

Simplifying services requires innovation in its implementation so that it enters into structural reforms. The government must serve the community and provide excellent service to community members. Therefore the bureaucracy has a responsibility to simplify the service process and provide access to public services. To maintain the quality of service, the government must adapt to change and take advantage of digital sophistication to encourage innovation in providing services to the community. The concept of dynamic governance is relevant to the bureaucratic reform that is being rolled out by the government, where dynamic governance is the application of innovation in the delivery of public services. In this concept, one of the vital principles associated with carrying out bureaucratic reform is that the government belongs to the community in the sense that the government must be oriented towards the community then the government must always have strategic steps so that it is always relevant to change. This is because change is an absolute thing that must happen in life so that it will cause different public problems which then demand the government always to be ready for these changes.

Partnering with the media in West Pasaman is one of the innovations made by West Pasaman Regency, in encouraging public openness, the role of both online and print media is needed so that the public can find out the latest and latest information in Government so that anyone can access it through an available application. Furthermore, the West Pasaman Regency Government must also be able to create innovations. The way the bureaucracy works must be changed and out of the zone, usually using an approach, from instructions to switching to incentives. West Pasaman District can take ideas or learn from regional service models and even other countries but with a note that they can adapt to their respective environments or regions. MPP is an example of structural reform in the bureaucracy by providing inter-agency services under one service roof. MPP is a breakthrough towards service improvement to simplify services, MPP is not only providing a stand for each agency but rather a step towards achieving reform itself. Suppose MPP is designed to meet in person and come to the place of direct service. In

that case, E-Government is present in the form of electronic and online services; anyone with interest can easily access any desired service. Every city and region in Indonesia both central and local governments have electronic-based services such as in public goods procurement (E-Procurement), budgeting (E-Budgeting), elections (E-Voting), planning (E-Planning) and many other services, which is provided to serve the community 24 hours such as LAPOR, SIRUP, GAMPIL, E-satria etc. This type of electronic-based service is in the village and was created as a form of innovation and simplifying services to bring the objectives of bureaucratic reform closer to better governance and community-oriented bureaucracy.

CONCLUSION

The changes that are inevitable due to global developments require blood governments to prepare strategic steps. The main objective of bureaucratic reform is to improve governance in Indonesia, restore public trust. However, bureaucratic reforms that are held in every institution / agency and all aspects indirectly also aim to prepare every government administrator to be ready to face the uncertainty of change. Bureaucratic reform can be understood as a strategy used to regulate and develop good governance. Bureaucratic reform must be carried out in every aspect and institution/agency because the government is responsible for implementing bureaucratic reform, including the West Pasaman district government. However, the administration of government in the form of bureaucratic reform still leaves problems and problems, especially those related to the mindset and work culture/culture set.

Therefore, Dynamic Governance is essential to be applied in carrying out bureaucratic reform. Dynamic governance expects a change, which can then be interpreted as a merger between mindset/work culture and capabilities. There is a process of thinking in making changes, namely Thinking ahead, Thinking again and thinking across. From the aspect of the government apparatus mindset, West Pasaman Regency is influenced by their background, while the work culture is influenced by the ethnicity and ethnicity of each apparatus. Of the ethnic groups in West Pasaman (Mining, Mandahiling and Java) each has a different work culture. Meanwhile, from the aspect of capability, the way that the West Pasaman Regency government can take is to partner with print and online media to organize public openness through the use of ICT known as E-Government so that when E-Government is known to the public and gets information disclosure in West Pasaman, that's where bureaucratic reform can be realized.

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