



The Impact of Organizational Culture on the Retention of Young Talents in the Regeneration Process in Diskomleka Work Units

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Abstract: This research aims to identify the impact of organizational culture at Diskomleka on the retention of young talent, which plays an important role in the process of organizational regeneration and sustainability. A qualitative descriptive approach was used in this research to collect and analyze data. Using a qualitative descriptive approach, this research found that organizational culture has a significant impact on the satisfaction and commitment of young employees. Positive values create a supportive work environment, but there are also pressures that can cause stress. Interview results show that an inclusive and innovative culture is attractive to young talents. This research emphasizes the important role of management in building a positive organizational culture. The results of the analysis show that organizational culture at Diskomleka has a significant impact on the retention of young talent. Positive values in organizational culture create a supportive work environment, increasing the satisfaction and commitment of young employees. However, there are also challenges, such as pressure to contribute optimally which can cause stress. Young employees appreciate the culture that is inclusive and supports innovation, which is an attraction for them to continue working at Diskomleka.

Keywords: Organizational Culture, Retention of Young Talents, Regeneration.

INTRODUCTION

Organizational culture is one of the key factors that influences the performance and sustainability of an organization, especially in the modern context which is characterized by the dynamics of rapid change. According to Schein (2019), organizational culture includes the values, norms, and practices held by organizational members, which in turn shape the way they interact and operate. In the era of digitalization and globalization, organizations that are able to develop an adaptive and innovative culture tend to be more successful in attracting and retaining young talent. Data from McKinsey (2020) shows that organizations with a strong culture can increase employee retention by up to 30%, which indicates the importance of paying attention to this aspect.

In the public sector, the challenge of retaining young talent is increasingly complex. Many young employees feel less motivated and engaged with the organization, especially if

they feel that the organizational culture is not in line with their personal values. A survey by Gallup (2021) shows that only 29% of young employees in the public sector feel engaged in their work. This has implications for high turnover rates, which can disrupt the continuity and effectiveness of public services. Therefore, it is important for public organizations like Diskomlekau to understand the factors that influence the retention of young talent and how organizational culture can play a role in this.

Diskomlekau, as a work unit that focuses on communications and electronics, faces unique challenges in retaining young talent. In the context of continuously developing technology, Diskomlekau must be able to adapt to changes and attract employees who have the latest skills and knowledge. By understanding the existing organizational culture, Diskomlekau can identify existing strengths and weaknesses in talent regeneration efforts. This research aims to explore how organizational culture influences the retention of young talent at Diskomlekau, as well as providing recommendations for necessary improvements.

Organizational culture consists of various elements that can influence the retention of young talent. These elements include core values, behavioral norms, organizational structure, as well as human resource management practices. Schein (2019) suggests that the core values held by an organization can create a work environment that supports or hinders employee motivation. For example, organizations that emphasize collaboration and innovation tend to be more successful in retaining young talent. Research by Hofstede (2020) also shows that cultural differences between organizations can influence the way employees feel their attachment to work. Therefore, a deep understanding of these elements is critical to improving retention.

A healthy organizational culture can be the main driver in the regeneration process at Diskomlekau. This regeneration process is related to the development and training of young employees to become future leaders. According to Cascio (2021), organizations that have a strong learning culture tend to be more successful in developing their employees. By creating an environment that supports growth, Diskomlekau can ensure that young employees feel valued and motivated to contribute more. Additionally, an inclusive and diverse culture can also increase creativity and innovation, which is especially important in the technology sector.

The main objective of this research is to identify the extent to which organizational culture at Diskomlekau has an impact on the retention of young talent. By conducting an in-depth analysis of existing values, norms and practices, it is hoped that this research can provide a clear picture of the factors that influence young employees' decisions to remain in the organization. Data obtained from interviews and observations will be analyzed to identify existing patterns, so that relevant conclusions can be drawn.

Apart from identifying the impact of organizational culture, this research also aims to develop recommendations that can help Diskomlekau in improving organizational culture. These recommendations will be based on research findings and existing best practices in other organizations. In this way, Diskomlekau can implement strategic steps to create a more attractive work environment for young talents, which will ultimately support the regeneration and sustainability process of the organization.

METHOD

This research uses a qualitative descriptive approach to reveal and understand the impact of organizational culture on the retention of young talent in the Diskomlekau Work Unit. This approach was chosen because it can provide an in-depth picture of social phenomena that occur within the organization. According to Creswell (2014), qualitative descriptive research allows researchers to explore individuals' experiences and understand the social context that influences their behavior. In this context, researchers seek to explore the

values, norms and practices that shape the organizational culture at Diskomlekau, as well as how these contribute to young talents' decisions to remain in the organization.

Through this approach, researchers can collect subjective data, which reflects the views and experiences of employees. Data obtained from interviews and observations will provide richer insight into how organizational culture influences the motivation and commitment of young employees. It is hoped that this research can provide relevant recommendations to increase the retention of young talent within organizations, as well as support a sustainable regeneration process.

Data collection in this research was carried out through two main techniques, namely in-depth interviews and observation. In-depth interviews were conducted with Diskomlekau employees consisting of various levels, from managers to junior staff. This technique is expected to dig up deeper information regarding employee perceptions of organizational culture and its impact on their decision to stay in the organization.

Apart from that, observations of organizational culture in the workplace are also carried out to get a clearer picture of employees' daily practices and behavior. By observing interactions between employees, the work atmosphere, and existing rituals or traditions, researchers can identify cultural elements that may not be revealed in interviews. This research refers to the participatory observation method, where researchers are involved in daily activities at Diskomlekau to understand the existing dynamics.

RESULTS AND DISCUSSION

Results

Description of Organizational Culture at Diskomlekau

The organizational culture at Diskomlekau is characterized by a number of strong values and norms, which shape the identity and character of the organization. Core values such as integrity, collaboration and innovation form the basis of every activity carried out by employees. Integrity, for example, is expected to be a guideline in carrying out their duties, where employees are expected to always be honest and transparent in every action. This is in line with research by Schein (2010) which states that basic values are an important element in building a healthy organizational culture. In practice, this integrity is reflected in the decision-making process which involves various parties, so that the decisions taken do not only benefit a few people, but also take into account the common interest.

Existing norms also reflect collaborative work practices. Diskomlekau encourages employees to work together in teams, share knowledge and support each other. This practice not only improves work efficiency, but also creates strong social bonds among employees. For example, in a project, employees from various divisions often come together to brainstorm and find solutions together. In one information system development project, a team consisting of members from IT, finance and operations succeeded in creating a more efficient application thanks to close collaboration. This shows that a collaborative culture is highly valued and an integral part of the organizational culture. Apart from that, team building activities held regularly also strengthen relationships between employees and create a harmonious work atmosphere.

The daily behavior of employees at Diskomlekau also reflects an inclusive and open culture. Employees feel comfortable to express their opinions and ideas without fear of negative evaluation. According to internal survey data conducted by Diskomlekau, around 75% of employees feel that their voices are heard and appreciated. This shows that an organizational culture that supports active participation from all members can increase job satisfaction and employee commitment. In this context, Diskomlekau implements a constructive feedback system, where each employee can provide input regarding existing policies and procedures. This not only increases employee engagement but also creates a

sense of belonging to the organization, which in turn can increase productivity and innovation.

In a broader context, the organizational culture at Diskomlekau also reflects values that are relevant to society. For example, the values of diversity and inclusion are an important part of work culture. Diskomlekau strives to create an environment that not only accepts but also celebrates differences. In a discussion session held, employees from various backgrounds shared their experiences and views, which enriched perspectives and increased understanding between employees. This shows that Diskomlekau does not only focus on work results, but also on the process of creating a positive and supportive work environment.

Furthermore, innovation is one of the values emphasized in Diskomlekau's organizational culture. Employees are encouraged to think creatively and look for new solutions to existing challenges. This is reflected in the innovation program held every year, where employees can propose new ideas that can increase work efficiency and effectiveness. For example, an employee's idea to implement automation technology in administrative processes has succeeded in reducing document processing time by up to 30%. This not only increases productivity but also shows that Diskomlekau provides space for employees to contribute actively to organizational development.

The Impact of Organizational Culture on the Retention of Young Talents

The organizational culture at Diskomlekau has a significant impact on the retention of young talent. On the one hand, positive values and norms create a supportive work environment, which in turn increases young employees' satisfaction and commitment. A study by Gallup (2020) shows that organizations with a positive culture have higher employee retention rates, especially among the younger generation. Young employees who feel connected to the organization's culture tend to be more loyal and stay longer. For example, many young employees at Diskomlekau feel that they have the opportunity to develop and contribute to impactful projects, thereby increasing their sense of belonging to the organization.

However, on the other hand, there are also negative impacts that need to be considered. Some young employees report that although a collaborative culture is valued, there is pressure to always contribute optimally, which can lead to stress and burnout. This is in line with research by Maslach and Leiter (2016) which shows that high workloads and unrealistic expectations can cause burnout, which has the potential to reduce employee retention. In this case, management needs to create a balance between work demands and the support provided. For example, by providing wellbeing programs that focus on employee mental and physical health, Diskomlekau can help reduce stress and increase job satisfaction.

Young talent's perception of organizational culture also plays an important role in their decision to stay. In interviews conducted, many young employees stated that they value an organizational culture that is inclusive and supports innovation. This shows that a positive culture can be an attraction for young talents to remain at Diskomlekau. However, if the organizational culture does not align with young employees' expectations, they may choose to look for other opportunities outside the organization. Therefore, it is important for Diskomlekau to continue to adapt and develop an organizational culture that is in line with the values and expectations of young employees, so that it can retain quality talent.

In this context, Diskomlekau also needs to pay attention to aspects of young employees' career development. Many young employees want the opportunity to learn and develop their skills. Diskomlekau has launched a mentorship program where senior employees guide junior employees in their skills and career development. This program not only provides support for young employees but also creates stronger relationships between employees at various levels. In this way, Diskomlekau can create an environment that supports growth and development, which will ultimately increase the retention of young talent.

Discussion

Analysis of Findings

Research findings show a strong connection between elements of organizational culture and the retention of young talent. Values such as integrity, collaboration and innovation not only shape Diskomlekau's identity, but also create a supportive work environment for young employees. This is in line with the theory proposed by Hofstede (2011) which states that a strong organizational culture can increase job satisfaction and employee commitment. In this context, Diskomlekau can be an example for other organizations in building a positive culture to support the retention of young talent. By integrating these values into every operational aspect, Diskomlekau not only creates an engaging work environment, but also facilitates the professional development of young employees.

The implications for human resource management at Diskomlekau are very important. Management needs to actively promote the organization's cultural values and ensure that every employee understands and lives these values. One effective way is through training and development programs that not only focus on technical skills, but also on developing soft skills that support organizational culture. Apart from that, management must also pay attention to employee welfare by creating a balance between work demands and the support provided. In this way, Diskomlekau can retain quality young talent and support a sustainable regeneration process. This approach not only increases employee satisfaction but also contributes to the overall performance of the organization.

In this case, it is also important to create efficient communication channels between management and employees. Diskomlekau has implemented various communication platforms, such as discussion forums and internal applications, to enable employees to express their opinions and ideas. This not only creates a sense of involvement but also provides an opportunity for employees to contribute to decision making. By listening to employee voices, management can make better decisions that better align with employee needs and expectations, which in turn can increase retention.

Comparison with Related Research

This research shows similarities with previous research which emphasizes the importance of organizational culture in employee retention. For example, research by Schneider et al. (2019) found that organizations with strong cultures tend to have higher retention rates. However, this research also found differences in the specific context of Diskomlekau, where the pressure to contribute optimally becomes a challenge for young employees. This shows that although organizational culture can provide support, the challenges faced by young employees also need to be considered. In this case, Diskomlekau must strive to create an environment that not only encourages collaboration, but also provides space for employees to rest and manage their workload well.

The contribution of this research to the literature is that it provides new insights into how organizational culture in the public sector can influence the retention of young talent. It is hoped that this research can become a reference for other organizations in understanding the dynamics of organizational culture and its impact on young employees. By understanding the factors that influence retention, organizations can develop more effective strategies to retain young talent within the organization. Employee involvement in developing organizational culture is also key, where feedback from young employees must be accommodated to create a culture that is more inclusive and responsive to their needs.

Apart from that, this research also highlights the important role of management in creating a positive organizational culture. Management must be able to recognize and overcome the challenges faced by young employees, and provide the necessary support. This is in line with research by Kahn (2019) which shows that strong managerial support can

increase employee engagement and reduce turnover rates. Thus, Diskomleka must continue to strive to create an organizational culture that not only supports collaboration but also pays attention to the welfare and development of young employees.

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In conclusion, the organizational culture at Diskomleka has a significant impact on the retention of young talent. Core values such as integrity, collaboration and innovation create a positive work environment, but also need to be balanced with attention to employee well-being. By understanding these dynamics, Diskomleka and other organizations can develop better strategies to retain young talent, ensuring that they feel valued and engaged in organizational processes. This research makes an important contribution to the literature on organizational culture and employee retention, and provides guidance for human resource management practices in the public sector.

CONCLUSION

From this research, it can be concluded that organizational culture has a significant impact on the retention of young talent at Diskomleka. A positive and inclusive culture can increase job satisfaction and employee commitment, while a negative culture can cause high turnover rates. Therefore, it is important for Diskomleka to continue to evaluate and improve organizational culture to suit the needs of employees, especially the younger generation.

The implications of this research indicate that attention to organizational culture is very important in human resource management. Further research can be conducted to explore other factors that influence employee retention, as well as to develop more effective strategies in creating a supportive organizational culture. In this way, Diskomleka can ensure organizational sustainability and improve overall performance.

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