

The Influence of Organizational Culture, Career Development, and Work Environment on Turnover Intention at the Directorate General of Politics and Public Government

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Abstract:

Background: The Directorate General of Politics and Public Government is one of the organizations with the main tasks and functions in administering the state government, which in this case, coordinates the affairs of public government to keep the stability of the state safe and secure. This study aims to determine and analyze the influence of organizational culture, career development, and work environment variables on the turnover intention at the Directorate General of Politics and Public Administration.

Materials and Methods: This type of research is descriptive and quantitative, using the IBM SPSS Version 20 program as a data processing tool. Data sources consist of primary and secondary data. Primary data was obtained by distributing questionnaires, while secondary data was obtained from literature, books, journals, and data from agencies. The population in this study was all employees totaling 239 people, while the sample was based on the entire population, thus using a saturated sample or census.

Results: Based on statistical testing, organizational culture has a positive value of 0.761, meaning that if organizational culture increase, then the turnover intention will increase. While career development and work environment have negative values, namely -0.269 and -0.480, meaning that career development and work environment have increased, turnover intention at the Directorate General of Politics and Public Government will decrease.

Conclusion: The results of the study conclude that organizational culture has a positive and significant effect on Turnover Intention, while career development and work environment have a negative and significant influence on the turnover intention at the Directorate General of Politics and Public Administration.

Key Word: Organizational Culture; Career Development; Work Environment; Turnover Intention.

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I. Introduction

Turnover intention is an employee's thoughts that can result in choosing to stay or moving employees from an organization/company. Of course, for high-level organizations, the turnover intention will cause losses in various aspects, especially in terms of time, finance, and the effectiveness and efficiency of company management, because turnover intention will also impact declining employee performance¹. Employee turnover is a problem faced by most industries in Indonesia. This problem arises because the cost of hiring replacement employees is a significant company expense. In addition to high recruitment costs, recruited people may not necessarily be able to work directly according to their job descriptions. There should be a training forehand to explain what their responsibilities are. Developing also takes a long time so that this replacement employee can complete his work correctly without any mistakes². In this study, the intended turnover intention is in government agencies. In government agencies, the turnover intention is more directed at the transfer of employees from one agency to another, which is considered better where here employee, in this case, she is the state civil apparatus, will choose to be transferred to other agencies which they consider more guarantees for the position of employees. There are various reasons for employees to move to other agencies, and both reasons come from within the agency or from outside the agency. One example of an employee's reason for wanting to move is a better career path, where employees think it is not easy in the current agency to get a career path by the employee's wishes. Therefore employees prefer to move to another institution that can provide a better career path.

The Directorate General of Politics and General Government is one of the organizations with the main tasks and functions in administering the state government, which in this case, coordinates the affairs of the

general government to keep the stability of the state safe and secure. High workloads require organizations to have superior and skilled human resources. In its function to keep the country's stability safe and secure, human resources are the most critical part of realizing the vision and mission of the Directorate General of Politics and General Government which is the primary driver in achieving productive organizational goals more effectively and efficiently. Good human resources make the organization develop very well in responding to environmental changes while still providing maximum and targeted services to the community. From the existing staffing data, employee transfers outside the agency and pensions have continued to increase in the last 4 (four) years, so the number of employees each year has decreased. Every year there is an increase in employees who apply to move between agencies of their own accord. It is suspected that there is a turnover intention problem in the Directorate General of Politics and Public Administration work environment. The high turnover intention in the organization certainly causes losses, such as costs incurred during recruitment and ongoing training costs incurred by the organization.

Based on this problem, the researcher conducted a survey related to the factors that influence turnover intention. Researchers found that 10 (ten) factors influence turnover intention, namely career development, work environment, leadership, workload, organizational commitment, training, competence, compensation, motivation, and organizational culture. Among the ten factors, researchers focus more on 3 (factors) namely organizational culture, career development, and work environment. Of the ten factors, researchers focus more on organizational culture, career development, and work environment. This is based on the existing problems where it is still necessary to increase knowledge about organizational culture further so that the organization's sustainability follows the organization's current leader and cannot run effectively if there is a change of leadership. In this case, of course, with the presence of a new leader, the pattern of organizational culture changes again following the organizational culture of the leader. Based on previous research shows that organizational culture hurts turnover intention³.

The second factor is career development. Career development is increasing individual work abilities to achieve the desired career⁴. At the Directorate General of Politics and General Government, the career development pattern has not been implemented correctly or needs to be improved. This, of course, results in the desire of employees who want to move to other agencies. The results of previous studies show that there is a negative and significant influence between career development on the desire to move or turnover intention⁵.

The third factor is the work environment. The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group⁶. Based on researchers' observations at the Directorate General of Politics and General Government, there has not been a comfortable work environment for employees, so most employees are not comfortable in the office. This convenience factor is what underlies many employees wanting to move. If the work environment is well organized, employees will feel comfortable. The results of previous studies found that the work environment had a negative and significant effect on turnover intention⁷.

So it can be seen that the factors influencing turnover intention at the Directorate General of Politics and Public Administration are organizational culture, career development, and work environment.

Human resource management

Management is a special process consisting of planning, organizing, implementing, and supervising, which is carried out to determine and achieve predetermined targets through other human resources⁸. Management empowers all the resources owned by the organization to achieve the goals that have been set⁹. Human resources are a central factor in an organization¹⁰. Employees as human resources have a work function in organizational activities or activities by the organization's systems, processes, and goals. Without good performance from employees, the sustainability of the organization will not be achieved. Thus, employees are assets or human resources that are very important for the organization¹¹. Human resources are the most important component in an organization because they are a driver and controller of organizational activities. All organizations will do their best to improve the form and quality of employee performance with good human resource management¹².

Human resource management is a formal human resource management system that pays attention to effective and efficient aspects of the organization to achieve organizational goals¹³. Human resource management is a science or method of managing the relationship and the role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the goals (goals) of the organization, employees, and society are maximized¹⁴.

Turnover intention

Mobley, an expert in employee turnover, provides a turnover limit as the termination of an individual from one member of the organization concerned¹⁵. A turnover is a number that shows the number of employees who leave the company. Employee turnover from an organization is an important phenomenon in an organization¹⁶. Turnover intention is the tendency or level where an employee can to leave the company either

voluntarily or involuntarily due to the lack of attractiveness of his current job and the availability of other alternative jobs¹⁷. Turnover intention is the number of workers who leave the organization and are replaced by new workers¹⁸. The causes of turnover include job stress, job satisfaction, and organizational commitment¹⁹. Turnover intention variable indicators are divided into three: thoughts of leaving the organization, the desire to find a new job, and the desire to leave the organization²⁰.

Organizational culture

Organizational culture is a system of meaning held by each member that can distinguish an organization from other organizations¹⁷. Organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization that serves as behavioral guidelines for its members in dealing with external adaptation and internal integration²¹. The organizational culture of any organization is mainly based on the psychological influences employees think about and how the organizational culture influences their decisions²². An employee must commit to the institution where he works. Organizational commitment is defined as the desire of an employee to remain a member of the organization. These are measures that represent the level of employee involvement in the organization²³. The facts on the ground also prove that commitment is an essential factor that is full of continuity and is related to rewards that determine the employee's decision to leave or stay at the company²⁴.

Career development

Development prepares individuals to assume different or higher responsibilities in the organization²⁵. Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed²⁶. Career development is an employee who wants to work in the organization where he works for a long time until retirement age²⁷. Career development is a personal improvement to achieve the desired career plan²⁸. Career development is an employment activity that helps employees plan their future careers so that the organization and the employees concerned can develop themselves to the maximum²⁹. Career development as a human resource activity aims to improve and increase the effectiveness of the implementation of work by employees so that employees are increasingly able to make the best contribution in realizing organizational goals³⁰. Career development strongly supports the effectiveness of individuals, groups, and organizations in achieving goals and creating job satisfaction³¹.

Work environment

The work environment exists in the workers' environment that can affect themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and whether or not work equipment is adequate³². The work environment is everything around the workers that can affect them in carrying out the tasks assigned³³. Dimensions and indicators of the work environment consist of relationships with colleagues, relationships between subordinates and leaders, and Availability of work facilities for employees³³.

II. Material And Methods

This research method uses a quantitative approach, namely through statistical measurements with scientific calculations and data based on employee samples tested from survey questions with ordinal data whose results can answer the formulation of the problem in research. This study measured the influence of organizational culture, career development, and work environment on turnover intention.

Quantitative research is research in the form of numbers and analysis using statistics. This method is used for the aims and objectives of the study, namely to find out how much influence the independent variable has on the dependent variable to be studied³⁴.

Data source

Sources of data used in this study are primary data and secondary data as follows:

1. The primary data in this study were obtained directly from interviews, observations, and questionnaires conducted by researchers with employees of the Directorate General of Politics and Public Administration.
2. Secondary data sources are original data obtained indirectly from the source, such as documentation or written records belonging to the organization being researched, or from literature, journals, previous research, and other related documentation.

Population and sample

The population in this study were all Civil Servants of the Directorate General of Politics and Public Administration, totaling 239 people.

The sample in this study is the entire population. Thus the study uses a saturated sample or census.

Method of collecting data

The data collection method in this study was a survey using a questionnaire conducted by distributing google Forms. In measuring respondents' answers, filling out the questionnaire for each variable uses an ordinal scale.

Data analysis technique

In conducting descriptive statistical analysis, the researcher used the application of Statistical Product and Service Solution (SPSS).

1. Validity test
2. Reliability test
3. Classic assumption test

Multiple regression analysis

In this case, using the general form of the multiple regression equation used in this study is as follows:

$$Y = a + b_1x^1 + b_2x^2 + b_3x^3 + e$$

Information:

Y: turnover intention

a: constant

X₁: organizational culture

X₂: career development

X₃: work environment

B¹,b²: the magnitude of the regression coefficient of each variable

e: error

Hypothesis testing

The hypothesis test in this study aims to determine whether or not there is a significant influence between the independent variables, namely organizational culture, career development, and work environment, on the dependent variable, namely turnover intention, either partially or simultaneously.

III. Result

1. Variable validity testing

Table no 1:The results of the validity test of organizational culture variables

Statement	Table	Account	Information
X1.1	0,1966	0,709	Valid
X1.2	0,1966	0,761	Valid
X1.3	0,1966	0,739	Valid
X1.4	0,1966	0,778	Valid
X1.5	0,1966	0,783	Valid
X1.6	0,1966	0,659	Valid
X1.7	0,1966	0,752	Valid
X1.8	0,1966	0,601	Valid
X1.9	0,1966	0,572	Valid
X1.10	0,1966	0,646	Valid
X1.11	0,1966	0,629	Valid
X1.12	0,1966	0,728	Valid
X1.13	0,1966	0,711	Valid
X1.14	0,1966	0,716	Valid
X1.15	0,1966	0,707	Valid
X1.16	0,1966	0,782	Valid
X1.17	0,1966	0,643	Valid
X1.18	0,1966	0,736	Valid
X1.19	0,1966	0,656	Valid
X1.20	0,1966	0,598	Valid

Tablano 2:Career development variable validity test results

Statement	Table	Account	Information
X2.1	0,1966	0,622	Valid
X2.2	0,1966	0,554	Valid
X2.3	0,1966	0,504	Valid
X2.4	0,1966	0,505	Valid
X2.5	0,1966	0,402	Valid

X2.6	0,1966	0,547	Valid
X2.7	0,1966	0,640	Valid
X2.8	0,1966	0,640	Valid
X2.9	0,1966	0,563	Valid
X2.10	0,1966	0,670	Valid
X2.11	0,1966	0,596	Valid
X2.12	0,1966	0,662	Valid
X2.13	0,1966	0,713	Valid
X2.14	0,1966	0,354	Valid
X2.15	0,1966	0,489	Valid

Tableno3:Work environment variable validity test results

Statement	Table	Account	Information
Y.1	0,1966	0,406	Valid
Y.2	0,1966	0,277	Valid
Y.3	0,1966	0,545	Valid
Y.4	0,1966	0,509	Valid
Y.5	0,1966	0,349	Valid
Y.6	0,1966	0,499	Valid
Y.7	0,1966	0,576	Valid
Y.8	0,1966	0,687	Valid
Y.9	0,1966	0,537	Valid
Y.10	0,1966	0,544	Valid
Y.11	0,1966	0,567	Valid
Y.12	0,1966	0,630	Valid

Tableno 4:Turnover intention variable validity test results

Statement	Table	Account	Information
Y.1	0,1966	0,815	Valid
Y.2	0,1966	0,746	Valid
Y.3	0,1966	0,769	Valid
Y.4	0,1966	0,685	Valid
Y.5	0,1966	0,811	Valid
Y.6	0,1966	0,697	Valid
Y.7	0,1966	0,705	Valid
Y.8	0,1966	0,778	Valid
Y.9	0,1966	0,727	Valid

2. Reliability testing

Tableno 5:Reliability test results

No	Instrument	Score α	Std. Score α	Status
1	Organizational culture (X1)	0,944	0,600	Reliable
2	Career development (X2)	0,849	0,600	Reliable
3	Work environment (X3)	0,744	0,600	Reliable
4	Turnover intention (Y)	0,902	0,600	Reliable

From the table above, based on data processing using SPSS 20, Cronbach's Alpha value for organizational culture instruments (X1) is $0.944 > 0.600$, career development (X2) is $0.849 > 0.600$, work environment (X3) is $0.744 > 0.600$, and turnover intention (Y) is $0.902 > 0.600$ this shows that all measuring concepts of each variable from the questionnaire are reliable, which means that the questionnaire used in this study is reliable.

3. Multiple regression analysis

Table no 6:Multiple regression analysis test results

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,144	,230		13,698	,000
	Organizational culture (X1)	,761	,102	,627	7,424	,000
	Career development (X2)	-,269	,080	-,233	-3,349	,001

	Work environment (X3)	-0,480	,083	-0,432	-5,784	,000
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Based on this table, multiple regression equations can be made as follows:

$$Y = 3,144 + 0,761_{x1} - 0,269_{x2} - 0,480_{x3} + e$$

Information:

α : Constanta

Y: Turnover intention

X₁: Organizational culture

X₂: Career development

X₃: Work environment

e: Error

Based on these equations, it can be explained as follows:

- 1) The constant value (α) has a positive value of 3.144 units. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables, which include organizational culture (X1), career development (X2), and work environment (X3), are 0 or have not changed, the turnover intention value is 3.144.
- 2) The regression coefficient value for the organizational culture variable (X1) has a positive value of 0.761. This shows that if organizational culture increases by 1 unit, the turnover intention will increase by 0.761 units assuming other independent variables are considered constant. A positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.
- 3) The regression coefficient value for the career development variable (X2) from these results is -0.269. This value shows a negative (opposite direction) effect between career development variables and turnover intention. This means that if the career development variable increases by 1 unit, on the contrary, the turnover intention variable will decrease by 0.269 units. They are assuming that the other variables remain constant.
- 4) The regression coefficient value for the work environment variable (X3) from these results is -0.480 units. This value shows a negative (opposite direction) effect between work environment variables and turnover intention. This means that if the work environment variable increases by 1 unit, on the contrary, the turnover intention variable will decrease by 0.480 units. Assuming that the other variables remain constant. Thus, efforts to reduce turnover intention can be made by improving career development and the work environment.

4. Hypothesis testing

a. T-test (partial)

This t-test is used to see the significance level of the independent variables, namely organizational culture, career development, and work environment, that affect the dependent variable, namely turnover intention, individually or individually. This test is carried out partially or individually, using a statistical t-test for each independent variable with a certain confidence level. Suppose the calculated t value is greater than the t table and the significance value is less than 0.05. In that case, it can be concluded that the independent variable partially has a significant effect on the dependent variable.

Based on the test results, the following conclusions can be drawn:

a) Organizational Culture Variable (X1)

Based on the results of the partial statistical test of the organizational culture variable (X1) on the turnover intention variable (Y), the results obtained, the t-count value of 7.424, which is greater than the required t-table value of 1.970 with a significance level of 0.000 or 0.0% which turned out to be smaller than the required significance value of 0.05 or 5%. Thus, in this study, organizational culture is partially declared to have a significant and significant effect on turnover intention, so it can be concluded that the hypothesis that the variable organizational culture (X1) influences turnover intention is accepted.

b) Career Development Variable (X2)

Based on the results of the partial statistical test of the career development variable (X2) on the turnover intention variable (Y), the results obtained, the t-count value is -3.349, which is greater than the required t-table value of -1.970 with a significance level of 0.002 or 0.2 % which turned out to be smaller than the required significance value of 0.05 or 5%. Thus, in this study, career development is partially declared to have a significant and significant effect on turnover intention, so it can be concluded that the hypothesis that the career development variable (X2) affects turnover intention is accepted.

c) Work Environment Variables (X3)

Based on the results of the partial statistical test of the work environment variable (X3) on the turnover intention variable (Y), the results obtained, the t-count value is -5.784, which is greater than the required t-table value of -1.970 with a significance level of 0.000 or 0.0 % which turned out to be smaller than the required

significance value of 0.05 or 5%. Thus, in this study, the work environment is partially declared to have a significant and significant effect on turnover intention, so it can be concluded that the hypothesis that the work environment variable (X3) influences turnover intention is accepted.

b. F test (simultaneous)

The F test was conducted to determine how far all the independent variables can affect the dependent variable.

Based on the results of the simultaneous statistical test of the independent variables used in this study, namely the organizational culture variable (X1), career development (X2), work environment (X3), the turnover intention variable (Y), the results show that the calculated F value is 19.655 which is greater than the required F table value, which is 2.64 with a significance level of 0.00 or 0% which is smaller than the required significance value. That is equal to 0.05 or 5%. Thus, this research on organizational culture, career development, and employee work environment together is stated to have a significant influence on employee turnover intention, so it is concluded that the hypothesis which states that organizational culture variables (X1), career development (X2), work environment (X3), both influence the turnover intention variable (Y) which is declared accepted.

c. Test the coefficient of determination

The coefficient of determination test is used to determine the percentage of the dependent variable can be explained through the variation of the independent variable (X) used, namely organizational culture (X1), career development (X2), and work environment (X3) on the dependent variable, namely Turnover Intention (Y), and how big are the percentage of influence that cannot be explained outside of the independent variable (X) used in this study, and to find out it can be seen from the resulting R Square value.

Based on the results of the coefficient of determination test between the independent variable (X) used in this study on the dependent variable (Y), the results obtained an R Square value of 0.201 which means the variation of organizational culture variables (X1), career development (X2), and work environment (X3), able to explain its existence in influencing the Turnover Intention (Y) variable at the Directorate General of Politics and General Government by 20.1%. In contrast, the remaining 79.9% is influenced by variations of other independent variables (X).

IV. Discussion

The influence of organizational culture on turnover intention

Organizational culture is a system of meaning held by each member that can distinguish an organization from other organizations¹⁷. In this study, the organizational culture variable (X1) was declared to have a positive and significant effect on turnover intention (Y) at the Directorate General of Politics and Public Administration. This is in line with previous research on the influence of organizational culture, which concluded that organizational culture significantly impacts employee turnover intention³⁵. This is also in line with previous research showing that there is a relationship between organizational culture and turnover intention in Sri Lanka's IT sector, and attributes of organizational culture, employee management has the most significant influence on turnover intention³⁶. The results of this study are not in line with previous research and show that organizational culture hurts turnover intention³.

The findings of this study indicate that organizational culture has a positive and significant influence on employee turnover intention at the Directorate General of Politics and Public Administration. Where, of course, shows that organizational culture can influence employees to carry out turnover intentions. Based on the results of interviews with several employees, it is true that the organizational culture that exists at the Directorate General of Politics and General Government can influence and encourage employees to carry out turnover intentions; this is, of course, caused by an organizational culture that has not been implemented well enough by the organization. Therefore, it is necessary to change the new pattern by creating a strong government organizational culture. Where with a strong organizational culture will form organizational identity or organizational identity. Organizational identity is needed to foster pride that will develop a work culture. A solidly formed work culture improves organizational performance and forms a good image of the organization. A strong organizational culture greatly influences the mindset reflected through the attitudes and behavior of all employees of government organizations, including the Directorate General of Politics and General Administration.

The highest correlation value is found in the relationship between personality and the desire to find another job. A good personality among fellow employees can provide comfort at work. Fellow employees must respect each other, help each other in completing work, especially in the same field, and make differences of opinion as things that can improve the vision and mission of the agency as well as mutual understanding and understanding of differences of opinion between fellow employees. Of course, this personality dimension must

be further improved so that all employees feel comfortable and respect each other in their work and do not cause thoughts of leaving the organization.

The lowest correlation value is found in the relationship between the aggressiveness dimension with thoughts to leave and the personality dimension with the desire to leave the organization. Of course, from this result, it can be seen that in the Directorate General of Politics and General Government, the employees do not have an aggressive nature in completing work and tend to wait for orders from the leadership without any initiative to carry out a job. In addition, employees do not have the nature of mutual respect and help each other complete work. For this reason, agencies need to provide space for all employees to innovate at work, and employees can plan their work that has become their duties and responsibilities. Employees must increase mutual respect and help each other in completing work.

The effect of career development on turnover intention

Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed²⁶. In this study, the career development variable (X2) was declared to have a negative and significant effect on turnover intention (Y) at the Directorate General of Politics and Public Administration. This is in line with previous research, which states that career development has a negative and significant effect on employee turnover³⁷. However, the results of this study are not in line with previous research, which concluded that career development positively influences the turnover intention at PT Bank Mandiri TBK Solo Area³⁸.

Based on the study's results, it turns out that career development can influence employees of the Directorate General of Politics and General Government to carry out the turnover intention. Based on the results of interviews and what has been done, it can be seen that what causes career development activities to be able to influence employee turnover intention firstly because the majority of human resources at the Directorate General of Politics and General Government with an educational background of Bachelor (S1) or equivalent, which is they also have the same desire to be able to improve their careers both in terms of skills and competencies as well as knowledge to support their performance and position, where the problems of career development that have existed at the Directorate General of Politics and General Government are indications that the implementation of employee career development has not been optimal, especially from the aspect of objectivity, fairness, and transparency. For example, there are employees who, in terms of qualifications, competencies, and performance, do not meet the requirements but get more opportunities in career development, such as opportunities to attend education and job training, attend specific technical courses and training, be placed in better and more favorable positions, great responsibility, and promotion opportunities. Meanwhile, on the other hand, some employees are better and more qualified but are not given enough attention and fewer opportunities for career development. As a result, there are employees whose careers are going well and fast, those whose careers are running slowly, and some who are stuck or not working. So this is what causes many employees who want to move to other agencies that are considered better at paying attention to employee career development.

The highest correlation value is found in the relationship between the leadership dimensions and the desire to find another job. This means that the leadership dimension most influences the desire to find another job. However, there is another possibility that leadership can strongly correlate with other dimensions. Leaders should carry out career development in an objective, fair, and transparent manner to employees by the provisions of laws and regulations so that employees can develop their careers and will not have the desire to leave and look for other jobs.

The lowest correlation value is found in the relationship between individual dimensions and thoughts to leave. This means that the thought to leave is not much influenced by the individual, although there is another possibility that the individual can give a strong correlation to the thought to leave. In this case, of course, the Directorate General of Politics and General Government must carry out career development based on the skills and abilities possessed by employees, create a sense of comfort for employees while working, and require all employees to attend education and training conducted by the Directorate General of Politics and Public Administration.

The influence of the work environment on turnover intention

The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. In this study, it can be concluded that the work environment variable has a negative and significant effect on the turnover intention of the Directorate General of Politics and Public Administration. These results align with previous studies concluding that the work environment has a negative and significant effect on turnover intention⁷. However, this study is not in line with research that concludes that the positive influence of the work

environment on career growth indicates employee job satisfaction and its effect on employee turnover intentions³⁹.

The study results show that the work environment can influence increasing turnover at the Directorate General of Politics and Public Administration. Based on the results of interviews that have been carried out, it can be seen that what causes the attitude of the Directorate General of Politics and Public Administration in managing the work environment to be able to influence the process of increasing employee turnover intention because some employees think that they feel uncomfortable with the environment around them. The majority of relatively young employees want a conducive work environment that can provide positive energy to work comfortably. This is seen not only in the majority of still young employees but almost all employees as a gap so that agencies can manage the work environment properly, such as completeness of equipment, conditions, comfort, security, and good relations with superiors and co-workers.

The highest correlation value is found in the relationship between the relationship dimensions with coworkers and the desire to find another job with a weak category. This means that relationships with coworkers much influence the dimension of the desire to find another job. This is because a good relationship between fellow employees will create harmony between fellow employees at work. Employees will respect each other and help each other in completing the work and do good coordination and communication. So that employees can feel comfortable at work, because if employees feel comfortable, then employees will not think about looking for another job.

While the lowest correlation value is found in the relationship between the dimensions of the relationship with colleagues, the dimension of wanting to leave the organization with a very weak category, this means that relationships with colleagues do not much influence the desire to leave the organization. However, there is still another possibility that relationships with co-workers can strongly correlate with the desire to leave the organization, namely by creating good relationships between fellow employees, which will undoubtedly impact decreasing employee turnover intention at the Directorate General of Politics and Public Administration.

The influence of organizational culture, career development, and work environment on turnover intention

The results of this study indicate that organizational culture, career development, and work environment together have a significant and significant influence on the turnover intention at the Directorate General of Politics and Public Administration. The results of this study are from previous research, which shows that organizational culture and career development affect turnover intention⁴⁰. The study results concluded that the three independent variables, organizational culture, career development, and work environment, influence the turnover intention at the Directorate General of Politics and Public Administration. This is, of course, very clear because the three variables are things that must be done well by every government agency. A strong and good organizational culture will encourage employees to carry out work by applicable rules and regulations and be supported by objective, fair, and transparent career development, giving employees equal rights and opportunities to all employees to develop their careers through education and training. Then it is supported by a good work environment, namely the establishment of good relations between fellow employees, good relationships between superiors and subordinates, and the availability of adequate work facilities within the organization. So that all employees feel comfortable at work and do not think about leaving and looking for another job.

Based on the results of interviews that have been conducted, it can be seen that what causes the process of organizational culture, career development, and work environment to be able to influence increasing employee turnover intention because these three factors are seen as interrelated unit, and can complement each other in the process of increasing turnover—employee intentions. Starting from the introduction of the company's organizational culture to the employees, accompanied by the enthusiasm of employees in recognizing their organizational culture in the agency, as well as career development decisions that can create gaps from the expected qualifications with the existing realities, so that these gaps can be minimized through planning and implementation. A good working environment, so that the employee can be implemented optimally by the position of the position, the workload entrusted and balanced with the appropriate amount of appreciation.

The two lowest correlation values starting from the lowest and highest order, are found in the relationship between the individual dimensions of the career development variable and the dimension of thinking, leaving the turnover intention variable in a very weak category. For the lowest correlation value, the second order is the aggressiveness dimension on the organizational culture variable to the mind to leave dimension on the turnover intention variable with a very weak category.

While the two highest correlation values start from the highest to the lowest order, there is a relationship between the personality dimension on the Organizational Culture variable and the dimension of desire to find another job on the medium category turnover intention variable. The second order is the

relationship between the dimensions of self-awareness on the organizational culture variable and the desire to find another job on the variable turnover intention with a weak category.

Organizational culture impacts employee turnover intention at the Directorate General of Politics and Government. An applied organizational culture can impact employee discomfort in a government agency if it is not implemented properly. Therefore, it is necessary to implement a strong government organizational culture by applicable regulations. If the organizational culture can be applied properly, it will encourage and motivate employees to improve their performance and create confidence in employees that they are needed in the organization.

Career development is a factor that can have an impact on employee turnover intention at the Directorate General of Politics and Public Administration. This is because all employees want career development that is objective, fair, and transparent. Where the educational background of existing employees is dominated by Bachelors (S1) and Masters (S2), they wish that their positions can be developed properly, which can be adjusted to the competencies and abilities possessed by employees.

The work environment impacts the turnover intention of the Directorate General of Politics and General Government employees. A good work environment will also greatly determine the comfort of employees at work, especially the availability of adequate work facilities and the establishment of good relations between co-workers, subordinates, and superiors. The problem at the Directorate General of Politics and General Government is that there is not yet a good relationship between several employees and the leadership. Where this can be seen in the competition between employees in terms of getting positions, which this form of competition is usually carried out unfairly, leaders also usually distinguish their behavior towards several employees; this can be seen in the provision of career development to employees, which is carried out in an objective, fair and transparent manner.

When viewed based on the results of the coefficient of determination between the independent variables (X) used in this study on the dependent variable (Y), the results obtained an R Square value of 0.201 which means the variation of organizational culture variables (X1), career development (X2), and environment work (X3), can explain its existence in influencing the Turnover Intention (Y) variable at the Directorate General of Politics and General Government by 20.1%. In comparison, the remaining 79.9% is influenced by variations of other independent variables (X). This means that the Directorate General of Politics and Public Administration still needs to consider many other variables to prevent turnover intention. So, in addition to improving organizational culture, career development, and work environment, it is also necessary to look at and improve other variables not examined in this study.

V. Conclusion

1. Organizational culture variables positively and partially significantly influence employee turnover intention at the Directorate General of Politics and Public Administration. This means that organizational culture is not one of the variables that can increase employee turnover intention.
2. There is a partial negative and significant influence between career development variables on employee turnover intention at the Directorate General of Politics and Public Administration. This means that if career development is not carried out properly, it will increase employees' minds of finding work and leaving the organization.
3. There is a partial negative and significant influence between work environment variables on employee turnover intention at the Directorate General of Politics and Public Administration. This means that an unfavorable work environment consists of the establishment of good relations between co-workers, the establishment of good relations between employees and leaders, and the availability of adequate work facilities will make employees uncomfortable at work and, of course, increase employee turnover intention.
4. Organizational culture, career development, and work environment simultaneously significantly affect employee turnover intention at the Directorate General of Politics and Public Administration. This is because the three factors are seen as interrelated entities. Moreover, they can complement each other in decreasing employee turnover if they can be appropriately managed.

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