

ABSTRACT

Human resources are seen as the main driving asset for the success of a company. So in this case, retaining employees is very important to be considered and managed properly by the Company. Poor Human Resource management activities can cause great losses, such as the increasing desire of employees to leave their jobs (turnover intention). This research aims to fill the gap in previous studies on the inconsistency of the results found, especially in exploring and developing a conceptual framework involving key variables such as High Performance Work Practices, Work Engagement, Turnover Intention.

The population in this study were all active employees of the production section of PT Victoria Care Indonesia Semarang City Branch. The sample selection in this study used non probability sampling with purposive sampling technique, namely 100 respondents. Data was obtained by distributing questionnaires via Google Form. The data that has been collected will then be analyzed quantitatively using Structural Equation Modeling (SEM) with SmartPLS software version 4.0.

The results showed that the implementation of High Performance Work Practices has a negative and significant effect on Turnover Intention. This finding shows that competency development, fair rewards and employee empowerment are significantly and negatively related to employees' turnover intention. Then High Performance Work Practices is also known to have a positive and significant effect on Work Engagement. In addition, Work Engagement as a mediator in this study, is not strong enough to be a link between High Performance Work Practices and Turnover Intention. That is, although High Performance Work Practices is implemented to improve employee engagement and performance, but if the benefits perceived by employees are not comparable to their expectations or needs, then High Performance Work Practices may not be sufficient to reduce Turnover Intention through the mediating role of Work Engagement.

Keywords: *High Performance Work Practices, Work Engagement, Turnover Intention*