

The Influence of High Performance Work Practices (HPWP) on Intention to Leave among Ahass Mechanics in Purbalingga Regency

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Abstract

In service provider businesses, human resources are the key differentiator and add value which becomes a competitive advantage. The aim of this research is to analyze the effect of ability enhancing HPWPs on intention to leave, secondly motivation enhancing HPWPs based on evaluation of intention to leave, thirdly motivation enhancing HPWPs based on security on intention to leave, and fourth opportunity enhancing HPWPs based on security on intention to leave. The method used in this research is a quantitative approach with 100 AHASS mechanics as respondents and analysis using multiple linear regression. The results of this research are that ability enhancing HPWPs has a positive and significant effect on intention to leave, secondly motivation enhancing HPWPs based on evaluation has a positive and significant effect on intention to leave, thirdly motivation enhancing HPWPs based on security has a positive and significant effect on intention to leave, and fourthly opportunity enhancing HPWPs based on security have a positive and significant effect on intention to leave.

Keywords: High Performance Work Practices (HPWP), Intention to Leave, AHASS.

INTRODUCTION

The rapid development of technology in the era of globalization has triggered the growth of industries and organizations, one of which is the automotive industry (Munteanu, n.d.).

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Changes in an organization require human resources to continue to develop in order to maintain the sustainability of the organization. Human resources play a major role in production and service delivery. In service provider businesses, human resources are the key differentiator and add value which becomes a competitive advantage (Tamkin, n.d.). The ever-changing environmental dynamics require companies to continue to support development and maintain human resources.

The automotive industry in Purbalingga Regency, like many other regions in Indonesia, is experiencing rapid growth. In the midst of increasingly fierce competition, authorized AHASS (Astra Honda Authorized Service Station) workshops play a key role in providing motor vehicle repair and maintenance services for the public. For AHASS workshops, quality mechanical performance is a valuable asset that cannot be ignored. However, the main challenge is retaining mechanics who are high quality and committed to the company. One approach that has emerged in optimizing employee performance is High Performance Work Practices (HPWP). HPWP encompasses a wide range of management practices designed to improve employee performance and overall organizational results. However, in the context of the AHASS workshop in Purbalingga Regency, it is not clear to what extent the implementation of HPWP influences mechanics' intentions to stay or leave work (Joseph Tawk, 2021).

One factor that might influence a mechanic's intention to continue working is the use of High Performance Work Practices (HPWP). Although the HPWP concept has been known to improve employee performance and retention in various industries, it is unclear to what extent its influence in the context of AHASS workshops in Purbalingga Regency. Previous research shows varying results on the effectiveness of HPWPs depending on the specific work environment and industry characteristics. Additionally, differences in employees' preferences and needs can also be an important factor in understanding their intentions to stay or leave a job. The influence of individual factors, such as job satisfaction, perception of the work environment, and motivation, may also need to be taken into account in understanding the dynamics of employee retention in AHASS workshops. Therefore, this study aims to explore it further to understand the complexity of the factors involved in AHASS mechanics' intentions to stay or leave work (Richard & Johnson, 1970).

Previous research conducted by (Ihdaryanti & Panggabean, 2014) highlighted the benefits of HPWP in improving employee performance and retention in various sectors. However, a deeper understanding of how these practices interact with the unique work environment of AHASS workshops is still needed. Thus, this study aims to fill this knowledge gap by investigating the



influence of HPWP on AHASS mechanics' intention to leave work. In Purbalingga Regency, the automotive industry, especially authorized AHASS workshops, faces significant challenges in maintaining quality mechanical performance. Despite their vital role in providing quality services to customers, AHASS workshops often face problems in retaining high-quality mechanics. A high employee turnover rate is one of the main indicators of existing retention problems. This invites questions about the factors that influence mechanics' intentions to stay or leave a job (Grobler, 2018).

The aim of this research is to analyze the effect of ability enhancing HPWPs on intention to leave, secondly motivation enhancing HPWPs based on evaluation of intention to leave, thirdly motivation enhancing HPWPs based on security on intention to leave, and fourth opportunity enhancing HPWPs based on security on intention to leave.

LITERATUR REVIEW

Intention To Leave

In a dynamic and competitive world of work, understanding employees' intentions to leave work (Intention to Leave) is crucial for the success of an organization. Intention to Leave refers to a person's tendency or desire to leave the job or organization where they currently work. In the context of human resource management, Intention to Leave is an important issue because it can affect workforce stability, productivity and overall organizational performance. Therefore, research that deepens understanding of Intention to Leave has significant value in helping organizations retain high-performing employees and manage the risk of high employee turnover (Fadila & Uliani, 2020).

According to Raymond A. Noe, Intention to Leave can be defined as "an employee's tendency or desire to leave their current job within a certain period of time." This definition highlights the subjective aspect of Intention to Leave, which includes the psychological and emotional aspects of an employee's decision to seek a new job opportunity or leave the organization where they work. Noe also emphasized the importance of understanding the factors that influence Intention to Leave, including job satisfaction, perceptions of management, and career development opportunities, to develop effective strategies for retaining high-performing employees and reducing employee turnover rates (Michella & Meilani, 2023) .

Intention to Leave is a term used in the context of human resource management to describe a person's tendency or desire to leave the job or organization where they currently work. Intention



to Leave can be an early sign or predictor of actual behavior of leaving a job. This is important for human resource management to understand because it can affect workforce stability and overall organizational performance.

Indicators for measuring Intention to Leave include:

1. Employee Survey: Use of questionnaires or surveys to directly ask employees about their intentions to remain at work for a certain period of time. The questions in these surveys are often designed to probe an employee's desire to find a new job or leave the company.
2. Absenteeism Frequency: A high or significantly increasing absenteeism rate of an employee could be an indication that they may have the intention to leave their job. High absenteeism can indicate dissatisfaction or lack of engagement with work.
3. Employee Complaints: Employees who frequently file complaints or protest against working conditions or company management may have the intention of leaving their jobs. These complaints may include things like inadequate wages, unfair policies, or lack of career development opportunities.
4. Work Behavior: Changes in work behavior, such as decreased productivity, lack of initiative, or decreased quality of work, can be signs that an employee has the intention to leave their job. This can happen because employees lose interest or motivation in their current job.

High Performance Work Practices

High Performance Work Practices (HPWP) refers to a set of management practices designed to improve employee performance and overall organizational results. These practices are based on the concept that effective human resource management can be an important competitive resource for a company. Some examples of HPWP include careful recruitment and selection, continuous employee training and development, greater distribution of responsibility and authority to employees, fair and performance-based compensation, and a work culture that supports innovation, collaboration and organizational learning. HPWP does not only focus on increasing productivity or financial performance, but also on increasing employee satisfaction and well-being, which in turn is expected to bring long-term benefits to the organization (Ardeani & Noer, 2020).

According to Jeffrey Pfeffer, a professor at Stanford Business School, HPWP is "a set of management practices associated with higher levels of employee performance, such as employee participation in decision making, profit sharing, employee training and development, the use of



performance-based wages, selection systems strict regulations, and the use of self-managed work groups." Pfeffer emphasized the importance of implementing HPWP in creating competitive advantages for companies through increasing productivity, quality, innovation and employee satisfaction (Maulidina & Frianto, 2021).

METHODOLOGY

This type of research uses a quantitative approach. This research will investigate the effect of high performance work practices (HPWP) on intention to leave among ahass mechanics in Purbalingga district using numerical calculations, so that the data collected will be in the form of numbers (score, ranking, frequency). This data will be analyzed using statistics to answer certain questions or hypotheses, making it a quantitative study. The research subjects were AHASS workshop mechanics in Purbalingga Regency, with a population of 154 mechanics. The sample is part of the population that is the research subject (Sekaran & Bougie, 2016). Based on the views of Hair et al. (2018), the minimum sample size should be five times the number of indicators studied. Additionally, Hair et al. (2018) suggest that an appropriate sample size is between 100 and 200 respondents. Based on these views, a total of 100 participants were taken as samples. This research uses an online survey to obtain data from participants. Questions regarding the topic under investigation were included in a written questionnaire sent to respondents. There are five possible answers to each question in this survey. Participants were instructed to select the option they felt provided the most accurate response. A score between 1 (strongly agree) and 5 (strongly disagree) was given for each answer. Descriptive statistics using SPSS will be used to test the data, and Multiple Linear Regression analysis will be used to evaluate the hypothesis (Hair et al., 2018).

RESULTS AND DISCUSSION

Results

Descriptive Analysis

Based on the results of data collection, 100 respondents were obtained, all of whom were male AHASS motorbike repair shop mechanics, dominated by the age range of 25-35 years with a total of 100 people or 100%. The length of service of the workforce is also dominated by 29% who have worked for more than 5 years, where on average the highest level of education is vocational high school with a percentage of 78% or 78 people.



Normality test

According to Yoshida (2010), analyzing data uses the K-S test, also known as the Kolmogorov-Smirnov test. If the K-S test statistical value is more than 0.05 (>0.05), then the distribution of the residual data in the analysis has been normalized.

Table 1. Normality Test

Information	<i>Unstandardized Residual</i>
N	100
<i>Kolmogorov-Smirnov Z</i>	1,03
<i>Asymp. Sig. (2-tailed)</i>	0,111

Source: Processed data, 2024

H_0 is accepted because the two-sided significance value is greater than 0.05 as seen in the previous table (0.111).

Multicollinearity Test

If the data does not produce a predictor variable with a value greater than 0.5, then the data does not experience multicollinearity. From the VIF value which is smaller than 10 and the tolerance value which is close to 1, it can be concluded that there is no multicollinearity in multiple linear regression (Setyanugraha, 2020). The cointegration test findings are presented in the table which can be found below:

Table 2. Multicollinierity Test

Variable	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	VIF
<i>Ability enhancing hpwps</i>	0,133	3,442
<i>Motivation enhancing HPWPs</i> berdasarkan evaluasi	0,154	3,641
<i>Motivation enhancing HPWPs</i> berdasarkan Keamanan	0,145	3,354
<i>opportunity enhancing</i>	0,129	3,215



HPWPs berdasarkan keamanan		
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Source: Processed data, 2024

Based on the table above, there are no symptoms of multicollinearity because there are no variables that have a VIF greater than 10 and a tolerance value smaller than 0.10.

Heteroscedasticity Test

Heteroscedasticity testing is used to determine the inequality of residual variance between data in the same regression model (Setyanugraha, 2020). The results of using the Glacier method to detect heteroscedasticity events are shown in the table below.

Table 3. Heteroscedasticity Test

Variable	Coefficients	
	T	Sig.
<i>Constanta</i>	0,335	0,445
<i>Ability enhancing hpwps</i>	0,557	0,341
<i>Motivation enhancing HPWPs berdasarkan evaluasi</i>	0,423	0,443
<i>Motivation enhancing HPWPs berdasarkan Keamanan</i>	0,367	0,281
<i>opportunity enhancing HPWPs berdasarkan keamanan</i>	0,442	0,312

Source: Processed data, 2024

As can be seen in the table above, if the significance level is greater than 0.05, heteroscedasticity does not occur.



Multiple Regression Test

Table 4. Multiple Regression Test

Variable	Coefficients		
	B	T	Signifikan
<i>Constanta</i>	0,332	0,442	0,541
<i>Ability enhancing hpwps</i>	-0,113	-4,776	0,000
<i>Motivation enhancing HPWPs berdasarkan evaluasi</i>	-0,211	-5,313	0,000
<i>Motivation enhancing HPWPs berdasarkan keamanan</i>	-0,325	-4,341	0,000
<i>opportunity enhancing HPWPs berdasarkan keamanan</i>	-0,336	-3,981	0,000

Source: Processed data, 2024

The processed multiple regression results are in Table 6:

$$Y. = 0.332 - 0.113 X1 - 0.211 X2 - 0.325 X3 - 0.336$$

The above equation can be explained as follows:

1. Because X1 (ability enhancing hpwps) is negatively correlated with intention to leave, we can conclude that there is a correlation between ability enhancing hpwps and ability enhancing hpwps.
2. Because X2 (motivation enhancing HPWPs based on evaluation) is negatively correlated with intention to leave, we can conclude that there is a correlation between motivation enhancing HPWPs based on evaluation and intention to leave.
3. Because X3 (motivation enhancing HPWPs based on security) is negatively correlated with intention to leave, we can conclude that there is a correlation between motivation enhancing HPWPs based on security and intention to leave.
4. Because X4 (opportunity enhancing HPWPs based on security) is negatively correlated with intention to leave, we can conclude that there is a correlation between opportunity enhancing HPWPs based on security and intention to leave.



DISCUSSION

Ability enhancing hpwps against intention to leave

Based on the results of research conducted on motorbike mechanics at the AHASS workshop in Purbalingga, it was found that Ability Enhancing High Performance Work Practices (HPWPs) had a negative and significant influence on the Intention to Leave of mechanics with a P Value of 0.000 which was smaller than the alpha value of 0.05 so that the hypothesis is accepted. This research reveals that management practices designed to enhance employee abilities and skills, such as employee training and development, participation in decision making, as well as adequate access to information and resources, have a significant impact in reducing mechanics' propensity to leave their jobs. The results of statistical analysis show that mechanics who feel more supported in developing their skills and abilities tend to have lower Intention to Leave. This suggests that company investment in practices that enrich employee abilities and skills can be an effective strategy in maintaining a high-quality workforce in AHASS workshops.

Apart from that, this research also highlights the importance of building a work environment that supports and provides autonomy to mechanics in carrying out their duties. Mechanics who feel they have autonomy in their jobs tend to have lower Intention to Leave, indicating that factors such as flexibility in carrying out tasks and clear expectations from management also play an important role in influencing mechanics' intentions to stay in their jobs.

Motivation enhancing HPWPs based on evaluation of intention to leave

Based on an evaluation of Intention to Leave among motorbike mechanics at the AHASS workshop in Purbalingga, the research results show that Motivation Enhancing High Performance Work Practices (HPWPs) have a negative and significant influence in reducing the mechanic's tendency to leave work with a P Value of 0.000 which is smaller than The alpha value is 0.05 so the hypothesis is accepted. This research found that management practices designed to increase employee motivation and engagement, such as providing fair rewards, recognition for work achievements, and sharing responsibilities that provide trust, contribute positively to influencing Intention to Leave. Data analysis shows that mechanics who feel encouraged and recognized for their contributions tend to have lower Intention to Leave. This indicates that practices that strengthen employee motivation can be an important factor in retaining employees in AHASS workshops. In addition, these findings confirm that sharing responsibilities that provide trust and provide opportunities for employees to participate in decision making can also be an effective



strategy in reducing intentions to leave work.

The results of this study provide empirical support for the importance of implementing Motivation Enhancing HPWPs in influencing mechanics' intentions to stay in their jobs. The implication is that AHASS workshop management in Purbalingga can consider strengthening management practices that encourage employee motivation and engagement as part of an effective employee retention strategy. By providing fair rewards, recognition of accomplishments, and opportunities to participate in decision making, AHASS workshops can create a supportive and motivating work environment, which in turn can help reduce employee turnover rates and improve the overall performance of the workshop.

Motivation enhancing HPWPs based on safety against intention to leave

The results of research examining the relationship between Motivation Enhancing High Performance Work Practices (HPWPs) and Intention to Leave have a negative and significant influence in reducing the tendency of mechanics to leave work for motorbike mechanics at the AHASS workshop in Purbalingga with a P value of 0.000 which is smaller than the value alpha 0.05 so the hypothesis is accepted. This suggests that management practices designed to increase employee motivation, especially those related to job security, have a significant impact in reducing mechanics' intentions to leave work. These findings reveal that practices that create a sense of security and stability in the workplace contribute positively to influencing mechanics' Intention to Leave.

Data analysis shows that mechanics who feel they have job security, both in terms of stable job security, opportunities for career development, and a safe and supportive work environment, tend to have lower Intention to Leave. This confirms that factors that create safety and stability in the workplace are important elements in retaining employees in AHASS workshops. The results of this research provide strong practical implications for AHASS workshop management in Purbalingga. They can consider strengthening management practices that promote employee motivation and security as part of an effective employee retention strategy. By providing stable job security, clear career development opportunities, and creating a safe and supportive work environment, AHASS workshops can increase the engagement and motivation of their employees, which in turn can help reduce employee turnover rates and improve the workshop's overall performance.



Opportunity enhancing HPWPs based on security against intention to leave

The results of research evaluating the relationship between Opportunity Enhancing High Performance Work Practices (HPWPs) and Intention to Leave have a negative and significant influence in reducing the mechanic's tendency to leave work for motorbike mechanics at the AHASS workshop in Purbalingga with a P value of 0.000 which is smaller than the value alpha 0.05 so the hypothesis is accepted. This suggests that management practices designed to increase employee career opportunities and development have a significant impact in reducing mechanics' intentions to leave work. These findings reveal that practices that provide opportunities for clear career growth and development contribute positively to influencing mechanics' Intention to Leave. Data analysis shows that mechanics who feel they have clear opportunities for career development, promotion, or skill improvement tend to have lower Intention to Leave. This confirms that factors that create opportunities and guarantees for career growth in the workplace are important elements in retaining employees in AHASS workshops.

The results of this research provide important implications for AHASS workshop management in Purbalingga. They can consider strengthening management practices that enhance employee career opportunities and development as part of an effective employee retention strategy. By guaranteeing clear opportunities for growth and career development, AHASS workshops can increase the engagement and motivation of their employees, which in turn can help reduce employee turnover rates and improve the overall performance of the workshop.

CONCLUSION

From the results of the research above, it can be concluded that ability enhancing HPWPs has a positive and significant effect on intention to leave, secondly motivation enhancing HPWPs based on evaluation has a positive and significant effect on intention to leave, third motivation enhancing HPWPs based on security has a positive and significant effect on intention to leave, and the four opportunity enhancing HPWPs based on security have a positive and significant effect on intention to leave. A limitation of this study is that the study may not have considered all factors that could influence Intention to Leave, such as external factors (for example, local economic conditions) or individual factors (for example, personal characteristics of mechanics).

FUTURE DIRECTIONS

Recommendations for future research are that future research could expand the sample



and involve more AHASS workshops in various locations to increase population representation and generalization of results. Both follow-up studies could adopt a longitudinal approach to track changes in Intention to Leave and management practices over time, which could provide deeper insight into the relationships between these variables.

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