

ABSTRACT

Human resource is one of the key elements that will determine organizational success. So it is with PTPN VIII Kertajaya, as one of the State-owned enterprises (BUMN) runs in oil palm plantation sector that is currently facing a problem with high employee turnover rates. This high turnover rate can be caused by the ineffectiveness of innovative human resource practices that are applied, and other various counterproductive work behaviors that encourage the creation of an unproductive work environment. If employee turnover isn't being minimized, it will be causing loss that will inhibit the company's success.

This study is intended to figure out the effectiveness level of innovative human resource practices, level of counterproductive work behavior, and level of employee's turnover intention. In addition, it also proves the influence of innovative human resource practices on turnover intention, the effect of innovative human resource practices on counterproductive work behavior, the effect of counterproductive work behavior on turnover intention, and the effect of innovative human resource practices on turnover intention mediated by counterproductive work behavior of employees at PTPN VIII Kertajaya.

This research using quantitative method by spreading questionnaires consists of 70 items of statements with likert scale. Proportionate stratified random sampling technique is also used to collect 210 samples from 441 employees. Data analysis technique using descriptive analysis and structural test models by CB-SEM (Covariance Based-Structural Equation Modelling).

This study proven that the level of innovative human resource practices which is practiced in PTPN VIII Kertajaya is quite effective. While the level of counterproductive work behavior of the employee is quite high, and the level of employee's turnover intention is high. The results from structural test models of SEM shows that innovative human resource practices does have significant negative impact towards turnover intention, and innovative human resource practices have significant negative impact towards counterproductive work behavior. At the same time counterproductive work behavior have significant positive impact towards turnover intention, and counterproductive work behavior significantly mediate the effect of innovative human resource practices towards turnover intention.

The result from this study provided recommendation of evaluation for human resource management with innovative technology interventions in PTPN VIII Kertajaya, particularly in handling counterproductive work behavior and employee's turnover rates. Therefore, the company must be able to increase the effectiveness of innovative human resource practices so that counterproductive work behavior and employee's turnover intention can be reduced.

Keywords: *innovative human resource practices, counterproductive work behavior, turnover intention*