

## The Influence of Human Resource Development, Employee Transfer, and Work Environment on Employee Performance at the Makassar District Court

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### **Abstract**

*This study aims to analyze the influence of human resource development, employee transfer, and work environment on employee performance at the Makassar District Court. This study employed a quantitative approach using a survey method involving 60 respondents who were employees of the Makassar District Court. The data were analyzed using multiple linear regression with the assistance of the Statistical Package for the Social Sciences (SPSS). The results showed that human resource development had a positive and significant effect on employee performance, with a regression coefficient of 0.334 and a significance level of  $0.010 < 0.05$ . Meanwhile, employee transfer had a positive but insignificant effect on employee performance, with a regression coefficient of 0.209 and a significance level of  $0.123 > 0.05$ . The work environment also had a positive but insignificant effect on employee performance, with a regression coefficient of 0.147 and a significance level of  $0.087 > 0.05$ . Simultaneously, human resource development, employee transfer, and work environment had a significant effect on employee performance, as indicated by an F-value of 34.789 with a significance level of  $< 0.001$ . The R Square value of 0.651 indicates that human resource development, employee transfer, and work environment explain 65.1% of the variation in employee performance, while the remaining 34.9% is explained by other factors outside the research model. These findings indicate that human resource development is the factor that has been proven to have a significant partial effect on improving employee performance, whereas employee transfer and work environment, despite having positive effects, have not demonstrated statistically significant effects.*

## INTRODUCTION

Human resources (HR) are the most important asset in an organization because organizational success is largely determined by the quality of the people who carry out the organization's activities. In public sector organizations, the quality of human resources is a key factor in creating effective, efficient, transparent, and accountable public services. Government institutions are required to have employees who are professional, competent, disciplined, and able to adapt to technological developments and changes in the work environment. Human resource development, job rotation, and the work environment are important aspects that must be considered in efforts to improve employee performance (Hasibuan, 2019).

According to Gary Dessler (2020), human resource development is a process of improving employees' capabilities through education, training, and work experience in order to achieve organizational effectiveness. Human resource development is necessary so that employees possess work capabilities that are in accordance with organizational demands. Meanwhile, Hasibuan (2021) explains that job rotation is the transfer of employees from one position to another, which aims to increase work productivity, broaden employees' experience, and reduce work boredom.

According to Sedarmayanti (2019), the work environment is the entirety of tools, materials, working atmosphere, and environmental conditions surrounding employees that can influence the implementation of work.

Employee performance is the work result achieved by employees based on standards that have been established by the organization. Mangkunegara (2017) states that employee performance is influenced by ability, motivation, and a work environment that supports the implementation of tasks. Thus, organizations need to pay attention to various factors that can influence employee performance so that organizational objectives can be achieved optimally.

Based on the LKjIP data of the Makassar District Court during 2023–2025, performance achievement showed a relatively stable and upward trend. In 2023, the highest achievement was found in the indicator of child criminal cases resolved through diversion, amounting to 1,538.40%, so that the target of “Realization of Certain, Transparent, and Accountable Judicial Processes” reached 319.22%. Nevertheless, there were still indicators that had not been optimal, such as the resolution of cases through mediation, which only reached 77.34%.

In 2024, most indicators experienced an increase. The percentage of cases resolved on time reached 106.50%, cases resolved through mediation reached 147.50%, and the execution of civil cases reached 340%. This indicates an increase in the effectiveness of case management as well as the successful implementation of an information technology-based service system at the Makassar District Court.

In 2025, performance achievement appeared more stable and measurable, with almost all major indicators reaching a target of 100% or more. Several indicators, such as the use of e-Court, reached 100.26%, diversion resolution reached 100.89%, and the public satisfaction index reached 105.05%. The State Civil Apparatus Professionalism Index (IP ASN) reached 100%, the Performance Indicator for Budget Implementation (IKPA) Value of DIPA 01 reached 100.01%, IKPA DIPA 03 reached 100.01%, and the asset management indicator reached 100%. These achievements indicate that the Makassar District Court has successfully maintained the quality of organizational governance and effective and professional public services.

Overall, a comparison of performance achievements over the three-year period shows that the Makassar District Court experienced improvements in service effectiveness, transparency, digitalization of the judicial system, and apparatus professionalism. This reflects the success of bureaucratic reform and improvements in the quality of public services within the judicial environment.

At the international level, human resource development has become a major concern in addressing the challenges of globalization and digital transformation. The World Economic Forum report (2025) states that organizations capable of continuously improving human resource competencies have higher levels of productivity and work effectiveness compared with organizations that do not optimally develop their employees. In addition, technological developments require public sector organizations to have employees who are adaptive and innovative in providing services to the community.

A similar phenomenon also occurs in Indonesia. The government continues to promote bureaucratic reform to improve the quality of the state civil apparatus (ASN). Based on data from the National Civil Service Agency (BKN) (2025), there are still problems related to ASN competencies, the low effectiveness of employee training, and the suboptimal placement of employees according to their competencies and organizational needs. In addition, the Ministry of Administrative and Bureaucratic Reform (Kementerian PANRB) (2025) states that improving the

quality of human resources within the apparatus is a major priority in realizing a professional bureaucracy oriented toward public service.

Human resource development at the Makassar District Court is carried out through various programs oriented toward improving the competence, discipline, integrity, and professionalism of the apparatus. Development begins with planning employee needs, providing opportunities to participate in education and training, technical guidance, coaching and mentoring, and periodic performance evaluation. The Makassar District Court also implements disciplinary development programs and integrity strengthening as part of the development of the Integrity Zone toward a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM). Although various employee development programs have been implemented, improving the quality of human resources remains a challenge that needs attention to ensure the achievement of optimal organizational performance.

In addition to human resource development, employee transfers are a phenomenon that occurs relatively frequently as part of career development and organizational needs. A number of judges, junior registrars, and substitute registrars receive promotions or transfers to various courts throughout Indonesia. This condition indicates that employee mobility within the Makassar District Court is relatively high, thereby requiring employees to have the ability to adapt to new work environments, colleagues, and tasks. On the one hand, transfers can improve employees' experience and competence; on the other hand, they can affect the work adjustment process and employee performance if they are not supported by proper human resource management.

Based on personnel data from the Makassar District Court, the number of employees experiencing incoming transfers has increased over the past two years. In 2023, there were 16 employees who entered through transfers, while in 2024 the number increased to 22 employees, representing an increase of 37.5%. The increase in the number of employees resulting from transfers indicates that employee transfers are an important part of human resource management policies in order to meet organizational needs and support employee career development. High employee mobility also requires good adaptability to the work environment, tasks, and new responsibilities, thereby potentially affecting employee performance.

The work environment is one of the factors that influences employee performance because it is related to the physical conditions of the workplace as well as the social relationships created within the organization. The physical work environment includes work facilities and infrastructure, office layout, workplace comfort, and supporting facilities that facilitate the implementation of tasks. Meanwhile, the non-physical work environment includes relationships among employees, organizational communication, work culture, teamwork, and leadership support in carrying out work.

Based on the researcher's initial observations at the Makassar District Court, the physical work environment is generally supported by various supporting facilities, such as workspaces, courtrooms, the One-Stop Integrated Service (PTSP), information technology facilities, and digital-based service systems intended to support the effectiveness of employees' task implementation. Nevertheless, the high level of public service activities and the volume of cases handled cause several work units to operate with high levels of mobility and work intensity. This condition has the potential to create a high concentration of work activities at certain times, thereby requiring an increasingly comfortable work environment that supports employee productivity. The Makassar District Court also continues to strengthen its service system through PTSP and electronic-based services to improve the quality of services provided to the public.

From the aspect of the non-physical work environment, the Makassar District Court actively develops a work culture oriented toward integrity, professionalism, and public service through the implementation of the Integrity Zone toward a Corruption-Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM). Various activities, such as the establishment of work teams, monitoring and evaluation, socialization of the Anti-Bribery Management System (SMAP), signing of integrity pacts, and strengthening of work culture, demonstrate the importance of coordination, communication, and cooperation among employees in supporting the achievement of organizational objectives. Nevertheless, high demands for work completion, the need for cross-sectional coordination, and targets for improving the quality of public services require the creation of harmonious working relationships and effective communication so as not to hinder the achievement of employee performance.

This phenomenon indicates that the work environment, both physical and non-physical, is an important factor that needs attention because it can influence employees' comfort, motivation, and performance in carrying out their duties and responsibilities.

Previous studies have shown that human resource development, job rotation, and the work environment have an influence on employee performance. Khan et al. (2022), in *SEISENSE Business Review*, found that job rotation has a positive effect on employee performance through increased job satisfaction and organizational commitment. Ibrahim and Hassan (2024) also explained that job rotation and work motivation have a significant effect on improving employee performance. In addition, Amiriyyah, Rumijati, and Mursidi (2025), in the *Business Innovation Management and Entrepreneurship Journal (BIMANTARA)*, found that the work environment and job rotation can improve employee job satisfaction and productivity. Rudolph and Zacher (2021), in *Frontiers in Psychology*, also explained that job rotation can improve skills and reduce employee boredom, although rotation that is not aligned with competencies can reduce work effectiveness.

Research conducted by Arfian Nur Rohmat, Mamik Indaryani, and Sutono (2023) showed that job rotation, information technology, and the work environment influence employee performance through organizational commitment. Furthermore, research by Risna Anjani and Tengku Teviana (2024) demonstrated that job rotation and work discipline have a significant effect on employee performance. Another study published in the *Jurnal Manajemen, Organisasi dan Bisnis (JMOB)* in 2022 also explained that human resource development can improve employee performance through job satisfaction. In addition, a 2024 study in the *Jurnal Manajemen dan Bisnis* found that training and human resource development have a positive effect on employee performance, mediated by work enthusiasm. Subsequently, a 2025 study in the *Jurnal Manajemen Ekonomi dan Akuntansi* showed that employee transfers and the work environment influence the improvement of employee performance in government institutions. The similarity between previous studies and this study lies in the variables used, namely human resource development, employee transfers, work environment, and employee performance. The difference lies in the research object, which is the Makassar District Court, so that it is expected to provide more specific research findings in accordance with the conditions of employees within the judicial environment.

Based on the background above, this study will address the following problem: How can employee performance at the Makassar District Court be improved?

## METHODS

This study employed a quantitative research method with a descriptive approach. According to Sugiyono (2019), quantitative research is a method based on the philosophy of positivism that is used to investigate a particular population or sample, collect data using research instruments, and analyze the data quantitatively or statistically to test predetermined hypotheses. The descriptive approach was used to systematically and accurately describe the research object and the findings obtained from the data. The study was conducted at the Makassar District Court, located at Jalan R.A. Kartini No. 18/23, Baru, Ujung Pandang District, Makassar City, South Sulawesi 90174, from May to July 2026. The Makassar District Court was selected because it is a public service institution that requires professional and high-performing employees to perform judicial duties. Employee performance in this institution is considered relevant to human resource development, employee transfers, and a supportive work environment that may enhance work effectiveness and productivity.

The population consisted of all employees of the Makassar District Court, totaling 147 employees. According to Sugiyono (2019), a population is a generalization area consisting of objects or subjects with certain qualities and characteristics determined by researchers for study and subsequent conclusion. The sample was determined based on the consideration that when the population exceeds 100, a portion of the population may be selected as a sample, whereas a population of fewer than 100 may be studied in its entirety. The sample size was determined using the Slovin formula, according to Umar (2007) in Zulkifli (2024), resulting in 59.51 respondents, which was rounded to 60 respondents. Thus, 60 employees of the Makassar District Court constituted the research sample.

The study used quantitative data, namely numerical data that can be processed and analyzed using statistical techniques (Syofian Siregar, 2013). The data consisted of primary and secondary sources. Primary data were obtained directly from respondents through observation, interviews, and questionnaires distributed to employees of the Makassar District Court, while secondary data were obtained from existing sources, including mass media, laws and regulations, articles, and information related to the profile of the Makassar District Court. Observation involved directly observing and recording conditions and events related to human resource development, employee transfers, work environment, and employee performance. The questionnaire was distributed to 60 respondents and contained statements concerning the four research variables. Documentation was conducted by examining relevant documents available at the Makassar District Court concerning human resource development, employee transfers, work environment, and employee performance.

The study examined three independent variables, namely Human Resource Development (X1), Employee Transfer (X2), and Work Environment (X3), and one dependent variable, namely Employee Performance (Y). According to Suharadi (2023), an operational definition explains how a variable is measured in research. Human Resource Development was defined as organizational efforts to improve employees' abilities, knowledge, skills, and professionalism through education, training, and work development, with indicators consisting of employee education and training, improvement of work skills, development of employee knowledge, employee work ability, and development of work attitudes and behavior (Anwar Prabu Mangkunegara, 2017). Employee Transfer was defined as the process of transferring employees from one position or work unit to another based on organizational needs and employee competencies, with indicators consisting of promotion, demotion, postponement of promotion, dismissal from assignment, and job rotation (Wahyudi Bambang, 2012). The Work Environment was defined as all physical and non-physical conditions surrounding the workplace that may affect employees' comfort, safety, and work

enthusiasm, with indicators consisting of lighting, air temperature, cleanliness, use of colors, security, working hours, relationships between subordinates and superiors, and relationships among colleagues (Sedarmayanti, 2017). Employee Performance was defined as the work results achieved by employees in terms of quality and quantity in carrying out their duties and responsibilities according to established work standards, with indicators consisting of work quantity, work quality, time, cost, cooperation, and initiative (PP Nomor 30 Tahun 2019).

The variables were measured using a five-point Likert scale to assess respondents' attitudes, opinions, and perceptions regarding the research phenomena (Sugiyono, 2019). The response categories were Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). Before data analysis, validity and reliability testing were conducted. Validity testing was used to determine whether each questionnaire item adequately measured the intended construct. According to Sugiyono (2019), an instrument is considered valid when its correlation value exceeds 0.30. Reliability testing was conducted to assess the stability and consistency of respondents' answers to the questionnaire items. According to Sugiyono (2019), an instrument is considered reliable when its Cronbach's alpha value exceeds 0.60. Cronbach's alpha values of 0.00–0.20 indicate low reliability, 0.21–0.40 indicate relatively low reliability, 0.41–0.60 indicate sufficient reliability, 0.61–0.80 indicate reliability, and 0.81–1.00 indicate very high reliability.

The collected data were analyzed using descriptive statistics, classical assumption testing, multiple linear regression, and hypothesis testing. Descriptive statistical analysis was used to describe the characteristics of the respondents and their responses to the questionnaire without making inferential conclusions (Sugiyono, 2019). Classical assumption testing included normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted on the residual values to determine whether they were normally distributed. The multicollinearity test examined the correlation among independent variables using Tolerance and Variance Inflation Factor (VIF) values. Based on Ghazali (2016), a VIF value below 10 or a tolerance value above 0.01 indicates the absence of multicollinearity, whereas a VIF value above 10 or a tolerance value below 0.01 indicates multicollinearity. The heteroscedasticity test was conducted to determine whether the variance of residuals differed across observations. According to Ghazali (2005), a good regression model should exhibit homoscedasticity. Heteroscedasticity was assessed using a scatterplot between the predicted values (ZPRED) and standardized residuals (SRESID). A specific pattern, such as points forming a wave-like, widening, or narrowing pattern, indicates heteroscedasticity, whereas randomly distributed points above and below zero indicate its absence.

Multiple linear regression analysis was used to examine the effects of Human Resource Development (X1), Employee Transfer (X2), and Work Environment (X3) on Employee Performance (Y). Hypothesis testing consisted of the partial t-test, model feasibility test, and coefficient of determination ( $R^2$ ). The t-test was used to determine the partial effect of each independent variable on the dependent variable. A significance value below 0.05 indicates that  $H^0$  is rejected and that a significant effect exists, whereas a significance value above 0.05 indicates that  $H^0$  is accepted and that no significant effect exists. The model feasibility test was conducted to determine whether the regression model adequately explained the phenomenon under investigation. According to Ferdinand (2014:239), model feasibility testing assesses whether the variables included in the model are capable of explaining the phenomenon being analyzed. A significance value below 0.05 indicates that the model is feasible, while a value above 0.05 indicates that the model is not feasible. Finally, the coefficient of determination ( $R^2$ ) was used to assess the

extent to which the independent variables explain variations in Employee Performance. The  $R^2$  value ranges from 0 to 1; a value closer to 1 indicates greater explanatory capability and better generalizability of the regression model (Ghozali, 2021).

## RESULTS AND DISCUSSION

### RESULTS

#### 1. Respondent Characteristics

This study describes the characteristics of the respondents, who were employees of the Makassar District Court, based on data obtained through questionnaires. The characteristics referred to the respondents' identities, including gender, age, educational background, and length of service. The characteristics of the respondents are presented in Table 1 as follows.

**Table 1. Respondent Characteristics**

| Respondent Characteristics |        | Frequency   |      |
|----------------------------|--------|-------------|------|
|                            |        | Respondents | %    |
| Gender                     | Male   | 25          | 41,7 |
|                            | Female | 35          | 58,3 |
| Age                        | 21-30  | 11          | 18,3 |
|                            | 31-40  | 22          | 36,7 |
|                            | 41-50  | 18          | 30,0 |
|                            | 51-60  | 9           | 15,0 |
|                            |        |             |      |
| Education                  | SMA    | 10          | 16,7 |
|                            | S1     | 43          | 71,7 |
|                            | S2     | 7           | 11,7 |
| Length of Service          | 0-2    | 13          | 21,7 |
|                            | 3-5    | 4           | 6,7  |
|                            | 5-7    | 11          | 18,3 |
|                            | 7-10   | 8           | 13,3 |
|                            | 10>    | 24          | 40,0 |

Source: Appendix 4

Based on Table 1, which presents the characteristics of the respondents by gender, the study involved 60 respondents as the research sample. Of these, 25 respondents were male, representing 41,7%, while 35 respondents were female, representing 58,3%. Thus, it can be concluded that the number of female respondents was greater than the number of male respondents working at the Makassar District Court.

Regarding age, 11 respondents were aged 21-30 years, representing 18,3%, 22 respondents were aged 31-40 years, representing 36,7%, 18 respondents were aged 41-50 years, representing 30,0%, and 9 respondents were aged 51-60 years, representing 15,0%. Therefore, it can be concluded that respondents aged 31-40 years constituted the largest age group among employees working at the Makassar District Court.

Regarding the respondents' highest educational attainment, 10 respondents had completed SMA, representing 16,7%, 43 respondents had completed S1, representing 71,7%, and 7 respondents had completed S2, representing 17,7%. Thus, it can be concluded that respondents with an S1 educational background constituted the dominant group among employees working at the Makassar District Court.

Regarding length of service, 13 respondents had worked for 0-2 years, representing

21,7%, 4 respondents had worked for 3-5 years, representing 6,7%, 11 respondents had worked for 5-7 years, representing 18,3%, 8 respondents had worked for 7-10 years, representing 13,3%, and 24 respondents had worked for 10> years, representing 40,0%. Therefore, it can be concluded that respondents with a length of service of 10> years constituted the dominant group among employees working at the Makassar District Court.

## 2. Descriptive Statistical Analysis

Descriptive statistical analysis was used to determine how respondents perceived the statements contained in the research instrument concerning the variables under investigation. The numerical data were analyzed using descriptive analysis. In this study, questionnaires were used to collect primary data for each independent and dependent variable. The purpose of descriptive statistical analysis was to provide an overview of the indicators that constitute the general concepts of the research model by interpreting the mean values of each indicator for each research variable.

**Table 2. Basis for Interpretation of Item Scores of the Research Variables**

| No. | Score Value | Interpretation           |
|-----|-------------|--------------------------|
| 1   | 1,00-1,79   | Poor/Not Important       |
| 2   | 1,80-2,59   | Less                     |
| 3   | 2,60-3,39   | Moderate                 |
| 4   | 3,40-4,19   | Good/Important           |
| 5   | 4,20-5,00   | Very Good/Very Important |

Source: Modified from Schafer, Jr (2004)

The description of the descriptive statistical analysis for each variable is presented as follows.

### a. Human Resource Development

The Human Resource Development variable was measured using five indicators, namely employee education and training, improvement of work skills, development of employee knowledge, employee work ability, and development of work attitudes and behavior. Respondents' perceptions are presented in the following table.

**Table 3. Perceptions of Human Resource Development Indicators**

| Indicator | Respondents' Answer Scores |     |   |      |    |      |    |      |   |      | Mean |
|-----------|----------------------------|-----|---|------|----|------|----|------|---|------|------|
|           | 1                          |     | 2 |      | 3  |      | 4  |      | 5 |      |      |
|           | F                          | %   | F | %    | F  | %    | F  | %    | F | %    |      |
| X1.1.1    |                            |     | 6 | 10,0 | 25 | 41,7 | 25 | 41,7 | 4 | 6,7  | 3,45 |
| X1.1.2    |                            |     | 8 | 13,3 | 17 | 28,3 | 29 | 48,3 | 6 | 10,0 | 3,55 |
| X1.1      |                            |     |   |      |    |      |    |      |   |      | 3,5  |
| X1.2.1    |                            |     | 3 | 5,0  | 28 | 46,7 | 23 | 38,3 | 6 | 10,0 | 3,53 |
| X1.2.2    |                            |     | 2 | 3,3  | 29 | 48,3 | 23 | 38,3 | 6 | 10,0 | 3,55 |
| X1.2      |                            |     |   |      |    |      |    |      |   |      | 3,54 |
| X1.3.1    |                            |     | 4 | 6,7  | 29 | 48,3 | 23 | 38,3 | 4 | 6,7  | 3,45 |
| X1.3.2    |                            |     | 5 | 8,3  | 26 | 43,3 | 22 | 36,7 | 7 | 11,7 | 3,52 |
| X1.3      |                            |     |   |      |    |      |    |      |   |      | 3,48 |
| X1.4.1    |                            |     | 4 | 6,7  | 22 | 36,7 | 27 | 45,0 | 7 | 11,7 | 3,62 |
| X1.4.2    |                            |     | 8 | 13,3 | 24 | 40,0 | 22 | 36,7 | 6 | 10,0 | 3,43 |
| X1.4      |                            |     |   |      |    |      |    |      |   |      | 3,52 |
| X1.5.1    | 1                          | 1,7 | 7 | 11,7 | 24 | 40,0 | 20 | 33,3 | 8 | 13,3 | 3,45 |
| X1.5.2    |                            |     | 5 | 8,3  | 29 | 48,3 | 21 | 35,0 | 5 | 8,3  | 3,43 |

|                                                    |             |
|----------------------------------------------------|-------------|
| X1.5                                               | 3,44        |
| <b>Mean of Human Resource Development Variable</b> | <b>3,49</b> |

Source: Appendix 4

Based on Table 3, the respondents' perceptions of Human Resource Development can be interpreted as good/important, as indicated by the mean value of 3,49. This indicates that the respondents understood and comprehended the concept of Human Resource Development examined in this study. The indicator with the highest mean value for the Human Resource Development variable was the development of digital judicial competencies (X1.2), which consisted of two statement items with a mean value of 3,54. This was followed by the indicator of knowledge transfer among employees (X1.4), which consisted of two statement items with a mean value of 3,52; the indicator of competency-based position development (X1.1), which consisted of two statement items with a mean value of 3,5; and the indicator of competency- and performance-based career development (X1.5), which consisted of two statement items with a mean value of 3,44.

Overall, the Human Resource Development variable, consisting of five indicators, demonstrated an interpretation categorized as good/important.

#### b. Employee Transfer

The Employee Transfer variable was measured using five indicators, namely promotion, demotion, postponement of promotion, dismissal from assignment, and job rotation. All five indicators were developed into two statement items each. Respondents' perceptions of Employee Transfer are presented in the following table.

**Table 4. Perceptions of Employee Transfer Indicators**

| Indicator                          | Respondents' Answer Scores |     |   |      |    |      |    |      |   |      | Mean |
|------------------------------------|----------------------------|-----|---|------|----|------|----|------|---|------|------|
|                                    | 1                          |     | 2 |      | 3  |      | 4  |      | 5 |      |      |
|                                    | F                          | %   | F | %    | F  | %    | F  | %    | F | %    |      |
| X2.1.1                             |                            |     | 6 | 10,0 | 26 | 43,3 | 26 | 43,3 | 2 | 3,3  | 3,40 |
| X2.1.2                             |                            |     | 3 | 5,0  | 29 | 48,3 | 20 | 33,3 | 8 | 13,3 | 3,55 |
| X2.1                               |                            |     |   |      |    |      |    |      |   |      | 3,47 |
| X2.2.1                             |                            |     | 6 | 10,0 | 22 | 36,7 | 26 | 43,3 | 6 | 10,0 | 3,53 |
| X2.2.2                             |                            |     | 5 | 8,3  | 27 | 45,0 | 26 | 43,3 | 2 | 3,3  | 3,42 |
| X2.2                               |                            |     |   |      |    |      |    |      |   |      | 3,47 |
| X2.3.1                             |                            |     | 7 | 11,7 | 26 | 43,3 | 22 | 36,7 | 5 | 8,3  | 3,42 |
| X2.3.2                             |                            |     | 9 | 15,0 | 18 | 30,0 | 28 | 46,7 | 5 | 8,3  | 3,48 |
| X2.3                               |                            |     |   |      |    |      |    |      |   |      | 3,45 |
| X2.4.1                             |                            |     | 4 | 6,7  | 23 | 38,3 | 31 | 51,7 | 2 | 3,3  | 3,52 |
| X2.4.2                             |                            |     | 5 | 8,3  | 24 | 40,0 | 28 | 46,7 | 3 | 5,0  | 3,48 |
| X2.4                               |                            |     |   |      |    |      |    |      |   |      | 3,50 |
| X2.5.1                             |                            |     | 4 | 6,7  | 24 | 40,0 | 23 | 38,3 | 9 | 15,0 | 3,62 |
| X2.5.2                             | 1                          | 1,7 | 7 | 11,7 | 28 | 46,7 | 21 | 35,0 | 3 | 5,0  | 3,30 |
| X2.5                               |                            |     |   |      |    |      |    |      |   |      | 3,46 |
| Mean of Employee Transfer Variable |                            |     |   |      |    |      |    |      |   |      | 3,47 |

Source: Appendix 4

Based on Table 4, respondents' perceptions of Employee Transfer can be interpreted as good/important, as indicated by the mean value of 3,47. This indicates that the respondents understood and comprehended the concept of Employee Transfer examined in this study. The indicator with the highest mean value for the Employee Transfer variable was post-transfer adaptation (X2.4), which consisted of two statement items with a mean value of 3,50. This was

followed by the indicator of transfer suitability with competencies (X2.1), which consisted of two statement items with a mean value of 3,47; the indicator of transfer suitability with organizational needs (X2.2), which consisted of two statement items with a mean value of 3,47; the indicator of transfer as career development (X2.5), which consisted of two statement items with a mean value of 3,46; and the indicator of transparency of the transfer process (X2.3), which consisted of two statement items with a mean value of 3,45.

Overall, the Employee Transfer variable, consisting of five indicators, demonstrated an interpretation categorized as good/important.

### c. Work Environment

The Work Environment variable was measured using eight indicators, namely lighting, air temperature, cleanliness, use of colors, security, working hours, working relationships between subordinates and superiors, and working relationships among colleagues. All eight indicators were developed into two statement items. Respondents' perceptions of the Work Environment are presented in the following table.

**Table 5. Perceptions of Work Environment Indicators**

| Indicator                         | Respondents' Answer Scores |     |    |      |    |      |    |      |   |      | Mean |
|-----------------------------------|----------------------------|-----|----|------|----|------|----|------|---|------|------|
|                                   | 1                          |     | 2  |      | 3  |      | 4  |      | 5 |      |      |
|                                   | F                          | %   | F  | %    | F  | %    | F  | %    | F | %    |      |
| X3.1.1                            |                            |     | 5  | 8,3  | 34 | 56,7 | 14 | 23,3 | 7 | 11,7 | 3,38 |
| X3.1.2                            |                            |     | 1  | 1,7  | 32 | 53,3 | 19 | 31,7 | 8 | 13,3 | 3,57 |
| X3.1                              |                            |     |    |      |    |      |    |      |   |      | 3,47 |
| X3.2.1                            |                            |     | 12 | 20,0 | 25 | 41,7 | 22 | 36,7 | 1 | 1,7  | 3,20 |
| X3.2.2                            |                            |     | 2  | 3,3  | 25 | 41,7 | 31 | 51,7 | 2 | 3,3  | 3,55 |
| X3.2                              |                            |     |    |      |    |      |    |      |   |      | 3,37 |
| X3.3.1                            |                            |     | 6  | 10,0 | 21 | 35,0 | 29 | 48,3 | 4 | 6,7  | 3,52 |
| X3.3.2                            |                            |     | 3  | 5,0  | 24 | 40,0 | 29 | 48,3 | 4 | 6,7  | 3,57 |
| X3.3                              |                            |     |    |      |    |      |    |      |   |      | 3,54 |
| X3.4.1                            |                            |     | 8  | 13,3 | 32 | 53,3 | 13 | 21,7 | 7 | 11,7 | 3,32 |
| X3.4.2                            |                            |     | 7  | 11,7 | 19 | 31,7 | 28 | 46,7 | 6 | 10,0 | 3,55 |
| X3.4                              |                            |     |    |      |    |      |    |      |   |      | 3,43 |
| X3.5.1                            |                            |     | 2  | 3,3  | 30 | 50,0 | 21 | 35,0 | 7 | 11,7 | 3,55 |
| X3.5.2                            |                            |     | 2  | 3,3  | 25 | 41,7 | 25 | 41,7 | 8 | 13,3 | 3,65 |
| X3.5                              |                            |     |    |      |    |      |    |      |   |      | 3,60 |
| X3.6.1                            |                            |     | 6  | 10,0 | 25 | 41,7 | 26 | 43,3 | 3 | 5,0  | 3,43 |
| X3.6.2                            |                            |     | 4  | 6,7  | 25 | 41,7 | 24 | 40,0 | 7 | 11,7 | 3,57 |
| X3.6                              |                            |     |    |      |    |      |    |      |   |      | 3,50 |
| X3.7.1                            | 1                          | 1,7 | 5  | 8,3  | 25 | 41,7 | 25 | 41,7 | 4 | 6,7  | 3,43 |
| X3.7.2                            |                            |     | 3  | 5,0  | 32 | 53,3 | 18 | 30,0 | 7 | 11,7 | 3,48 |
| X3.7                              |                            |     |    |      |    |      |    |      |   |      | 3,45 |
| X3.8.1                            |                            |     | 3  | 5,0  | 27 | 45,0 | 26 | 43,3 | 4 | 6,7  | 3,52 |
| X3.8.2                            |                            |     | 5  | 8,3  | 18 | 30,0 | 28 | 46,7 | 9 | 15,0 | 3,68 |
| X3.8                              |                            |     |    |      |    |      |    |      |   |      | 3,60 |
| Mean of Work Environment Variable |                            |     |    |      |    |      |    |      |   |      |      |

Source: Appendix 4

Based on Table 5, respondents' perceptions of the Work Environment can be interpreted as good/important, as indicated by the mean value of 3,47. This indicates that the respondents understood and comprehended the Work Environment examined in this study. The indicators

with the highest mean values for the Work Environment variable were security and relationships among colleagues (X3.5 and X3.8), with two statement items and a mean value of 3,60. This was followed by the cleanliness indicator (X3.3), which consisted of two statement items with a mean value of 3,54; the working hours indicator (X3.6), which consisted of two statement items with a mean value of 3,50; the lighting indicator (X3.1), which consisted of two statement items with a mean value of 3,47; the working relationship between subordinates and superiors indicator (X3.7), which consisted of two statement items with a mean value of 3,45; the use of colors indicator (X3.4), which consisted of two statement items with a mean value of 3,43; and the air temperature indicator (X3.2), which consisted of two statement items with a mean value of 3,37.

Overall, the Work Environment variable, consisting of eight indicators, demonstrated an interpretation categorized as good/important.

#### d. Employee Performance

The Employee Performance variable was measured using six indicators, namely work quantity, work quality, time, cost, cooperation, and initiative. All six indicators were developed into two statement items. Respondents' perceptions of Employee Performance are presented in the following table.

**Table 6. Perceptions of Employee Performance Indicators**

| Indicator                             | Respondents' Answer Scores |   |   |     |     |      |    |      |   |      | Mean  |
|---------------------------------------|----------------------------|---|---|-----|-----|------|----|------|---|------|-------|
|                                       | 1                          |   | 2 |     | 3   |      | 4  |      | 5 |      |       |
|                                       | F                          | % | F | %   | F   | %    | F  | %    | F | %    |       |
| Y.1.1                                 |                            |   |   |     | 25  | 41,7 | 33 | 55,0 | 2 | 3,3  | 3,62  |
| Y.1.2                                 |                            |   | 2 | 3,3 | 21  | 35,0 | 35 | 58,3 | 2 | 3,3  | 3,62  |
|                                       |                            |   |   |     | Y.1 |      |    |      |   |      | 3,62  |
| Y.2.1                                 |                            |   | 3 | 5,0 | 21  | 35,0 | 32 | 53,3 | 4 | 6,7  | 3,62  |
| Y.2.2                                 |                            |   | 3 | 5,0 | 21  | 35,0 | 31 | 51,7 | 5 | 8,3  | 3,63  |
|                                       |                            |   |   |     | Y.2 |      |    |      |   |      | 3,625 |
| Y.3.1                                 |                            |   |   |     | 22  | 36,7 | 33 | 55,0 | 5 | 8,3  | 3,72  |
| Y.3.2                                 |                            |   | 1 | 1,7 | 20  | 33,3 | 34 | 56,7 | 5 | 8,3  | 3,72  |
|                                       |                            |   |   |     | Y.3 |      |    |      |   |      | 3,72  |
| Y.4.1                                 |                            |   |   |     | 57  | 95,0 | 3  | 5,0  |   |      | 3,05  |
| Y.4.2                                 |                            |   | 2 | 3,3 | 20  | 33,3 | 31 | 51,7 | 7 | 22,7 | 3,72  |
|                                       |                            |   |   |     | Y.4 |      |    |      |   |      | 3,38  |
| Y.5.1                                 |                            |   | 1 | 1,7 | 24  | 40,0 | 30 | 50,0 | 5 | 8,3  | 3,65  |
| Y.5.2                                 |                            |   | 1 | 1,7 | 26  | 43,3 | 29 | 48,3 | 4 | 6,7  | 3,60  |
|                                       |                            |   |   |     | Y.5 |      |    |      |   |      | 3,625 |
| Y.6.1                                 |                            |   | 1 | 1,7 | 19  | 31,7 | 35 | 58,3 | 5 | 8,3  | 3,73  |
| Y.6.2                                 |                            |   | 3 | 5,0 | 25  | 41,7 | 28 | 46,7 | 4 | 6,7  | 3,55  |
|                                       |                            |   |   |     | Y.6 |      |    |      |   |      | 3,64  |
| Mean of Employee Performance Variable |                            |   |   |     |     |      |    |      |   |      | 3,60  |

Source: Appendix 5

Based on Table 6, respondents' perceptions of Employee Performance can be interpreted as good/important, as indicated by the mean value of 3,60. This indicates that the respondents understood and comprehended the concept of Employee Performance examined in this study. The indicator with the highest mean value for the Employee Performance variable was the time indicator (Y.3), which consisted of two statement items with a mean value of 3,72. This was followed by the work quality and cooperation indicators (Y.2 and Y.5), each consisting of two statement items with a mean value of 3,625; the initiative indicator (Y.6), which consisted of two

statement items with a mean value of 3,64; the work quantity indicator (Y.1), which consisted of two statement items with a mean value of 3,62; and the cost indicator (Y.4), which consisted of two statement items with a mean value of 3,38.

Overall, the Employee Performance variable, consisting of six indicators, demonstrated an interpretation categorized as good/important.

### 3. Validity and Reliability Tests

#### a. Validity Test

The validity test was conducted to determine the level of validity of the instruments used in this study. Through the validity test, it can be determined whether the question items presented in the questionnaire are genuinely capable of accurately measuring the issues under investigation. The validity test was performed using item analysis, in which the value of each question item in the questionnaire was correlated with the total score of all items for each variable, using the relevant formula.

**Table 7. Recapitulation of Validity and Reliability Test Results**

| Variable                        | Item | r-count | Sig.   | Description | Reliability | Description |
|---------------------------------|------|---------|--------|-------------|-------------|-------------|
| Human Resource Development (X1) | X1.1 | 0,710   | <0,001 | Valid       | 0,783       | Reliable    |
|                                 | X1.2 | 0,679   | <0,001 | Valid       |             |             |
|                                 | X1.3 | 0,823   | <0,001 | Valid       |             |             |
|                                 | X1.4 | 0,775   | <0,001 | Valid       |             |             |
|                                 | X1.5 | 0,672   | <0,001 | Valid       |             |             |
| Employee Transfer (X2)          | X2.1 | 0,665   | <0,001 | Valid       | 0,743       | Reliable    |
|                                 | X2.2 | 0,740   | <0,001 | Valid       |             |             |
|                                 | X2.3 | 0,823   | <0,001 | Valid       |             |             |
|                                 | X2.4 | 0,845   | <0,001 | Valid       |             |             |
|                                 | X2.5 | 0,746   | <0,001 | Valid       |             |             |
| Work Environment (X3)           | X3.1 | 0,741   | <0,001 | Valid       | 0,843       | Reliable    |
|                                 | X3.2 | 0,741   | <0,001 | Valid       |             |             |
|                                 | X3.3 | 0,752   | <0,001 | Valid       |             |             |
|                                 | X3.4 | 0,589   | <0,001 | Valid       |             |             |
|                                 | X3.5 | 0,720   | <0,001 | Valid       |             |             |
|                                 | X3.6 | 0,597   | <0,001 | Valid       |             |             |
|                                 | X3.7 | 0,703   | <0,001 | Valid       |             |             |
|                                 | X3.8 | 0,650   | <0,001 | Valid       |             |             |
| Employee Performance (Y)        | Y.1  | 0,669   | <0,001 | Valid       | 0,747       | Reliable    |
|                                 | Y.2  | 0,771   | <0,001 | Valid       |             |             |
|                                 | Y.3  | 0,669   | <0,001 | Valid       |             |             |
|                                 | Y.4  | 0,542   | <0,001 | Valid       |             |             |
|                                 | Y.5  | 0,704   | <0,001 | Valid       |             |             |
|                                 | Y.6  | 0,626   | <0,001 | Valid       |             |             |

Source: Appendix 3

Based on the results presented in Table 7, it can be stated that the research instrument for all items and indicators of the variables is valid.

#### b. Reliability Test

Reliability is a measure indicating the extent to which a measurement instrument can be relied upon and trusted. A measurement instrument can be considered reliable and trustworthy when it produces consistent measurement results for an unchanged phenomenon when measured

at different times. If the reliability coefficient, or alpha, is 0,6 or higher, the instrument is considered reliable. The reliability test was conducted using the Cronbach's Alpha technique.

The results of the reliability testing of the research instruments are presented in Table 4.7. Based on the processed data, the Cronbach's Alpha value for the Human Resource Development variable (X1) was 0,783 (Reliable), Employee Transfer (X2) was 0,743 (Reliable), Work Environment (X3) was 0,843 (Reliable), and Employee Performance (Y) was 0,747 (Reliable).

#### 4. Classical Assumption Tests

##### a. Normality Test

The normality test was conducted to determine whether the distribution of the data for the independent and dependent variables was normal. The normality test was intended to determine whether the analyzed data had residual values distributed around zero (normal data) or otherwise. If the residual values are distributed around zero, the normality assumption is fulfilled, and vice versa (Yamest, 2004). A good regression model is characterized by data that are normally distributed or approximately normally distributed. Normality was examined using a *normal probability plot*. If the data are distributed around the diagonal line and follow the direction of the diagonal line, the regression model satisfies the normality assumption. Conversely, if the data are distributed far from the diagonal line, the regression model does not satisfy the normality assumption.

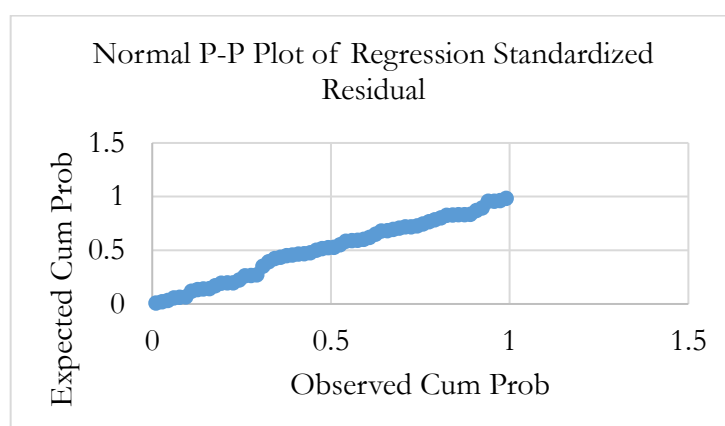


Figure 1. Normality Test

Based on the *normal probability plot* presented in Figure 2, it can be observed that the points are distributed around the diagonal line and generally follow the direction of the diagonal line, although some points appear to be relatively far from the diagonal line. Therefore, it can be concluded that the data are normally distributed.

##### b. Multicollinearity Test

The multicollinearity test was conducted to determine whether there was a perfect relationship among several independent variables used in the regression equation. In this study, the presence or absence of multicollinearity was examined by observing the *Tolerance* and *Variance Inflation Factor (VIF)* values of each independent variable in relation to the dependent variable. If the VIF value does not exceed 10, the model is considered to have no indication of multicollinearity. The results of the *Coefficients* table obtained using SPSS are presented as follows.

Table 8. Multicollinearity Test

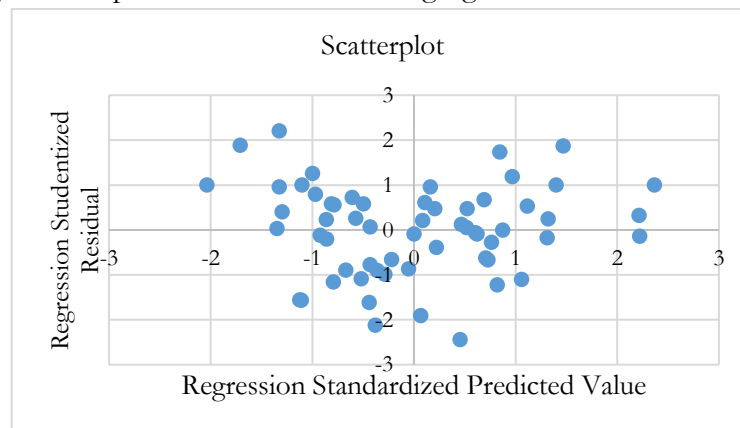
| Independent Variable       | Tolerance | VIF   | Description           |
|----------------------------|-----------|-------|-----------------------|
| Human Resource Development | 0,315     | 3,174 | Non-Multicollinearity |
| Competence                 | 0,251     | 3,978 | Non-Multicollinearity |
| Work Discipline            | 0.313     | 3,195 | Non-Multicollinearity |

Source: Appendix 5

Based on Table 8, none of the VIF values exceeds 10. Therefore, it can be concluded that there is no multicollinearity among the independent variables.

### c. Heteroscedasticity Test

Heteroscedasticity causes the estimation of regression coefficients to become inefficient, resulting in estimates that may be less than their expected values. Heteroscedasticity contradicts one of the basic assumptions of linear regression, namely that the residual variance is equal across all observations, which is referred to as homoscedasticity (Gujarati, 1999). The presence of heteroscedasticity can be diagnosed by examining the residuals (*ZRESID*) and the predicted variables (*ZPRED*). If the points in the plot are scattered around zero (0) on the Y-axis and do not form a particular pattern or trend, it can be concluded that the model does not exhibit heteroscedasticity and that the regression model meets the requirements for prediction (Santoso, 2003 and Sulaiman, 2004). Heteroscedasticity was tested using a scatterplot. The results of the heteroscedasticity test are presented in the following figure.



**Figure 3. Heteroscedasticity Test**

Based on the figure, it can be observed that heteroscedasticity does not occur because there is no clear pattern and the points are distributed randomly.

## 5. Regression Analysis and Hypothesis Testing

### a. Regression Analysis

Regression analysis was conducted to test the hypotheses proposed in this study, particularly to analyze the effects of the independent variables on the dependent variable and to examine the research hypotheses formulated previously. The basis for hypothesis testing in this study was the probability value, particularly for the partial tests. In general, the hypotheses proposed in this study were formulated as follows:  $H_0$ : there is no effect of the independent variables on the dependent variable;  $H_a$ : there is an effect of the independent variables on the dependent variable. The decision criteria were as follows: if  $P < 0,05$ ,  $H_0$  was rejected, whereas if  $P > 0,05$ ,  $H_0$  was accepted. Hypothesis testing was conducted using multiple linear regression analysis with the assistance of the SPSS for Windows computer program. The results were presented through significance tables and interpreted according to the hypotheses formulated.

### b. Hypothesis Testing

The empirical model proposed in this study was tested through regression coefficient analysis. The results presented in Table 9 show the hypothesis testing based on the *P-value*. If the *P-value* is less than 0,05, the relationship between the variables is considered statistically significant. The hypothesis testing results are presented in the following table.

**Table 9. Recapitulation of Hypothesis Testing Results**

| HIP                 | Independent Variable       | Dependent Variable                       | B     | Beta  | t     | Sig.  |
|---------------------|----------------------------|------------------------------------------|-------|-------|-------|-------|
| H1                  | Human Resource Development | Employee Performance                     | 0,334 | 0,376 | 2,671 | <,010 |
| H2                  | Employee Transfer          | Employee Performance                     | 0,209 | 0,247 | 1,567 | 0,123 |
| H3                  | Work Environment           | Employee Performance                     | 0,147 | 0,246 | 1,741 | 0,087 |
| R = 0,807           |                            |                                          |       |       |       |       |
| R Square = 0,651    |                            |                                          |       |       |       |       |
| F = 34,789          |                            | Sig = < ,001                             |       |       |       |       |
| Regression Equation |                            | $Y = 24,068 + 0,334 + 0,209 + 0,147 + e$ |       |       |       |       |

Source: Appendix 5

The direct effects of the three independent variables on the dependent variable were examined based on the hypotheses formulated previously. The results presented in Table 4.9 can be interpreted as follows:

- Human Resource Development has a positive and significant effect on employee performance, with  $P = 0,001 < 0,05$  and a coefficient value of 2,671. This coefficient indicates that the better the human resource development, the higher the employee performance at the Makassar District Court.
- Employee transfer has a positive but insignificant effect on employee performance, with  $P = 0,123 > 0,05$  and a coefficient value of 1,567. This coefficient indicates that better employee transfer is associated with increased employee performance. However, the effect is not statistically significant; therefore, employee transfer has not been empirically proven to have a significant effect on employee performance at the Makassar District Court.
- The work environment has a positive but insignificant effect on employee performance, with  $P = 0,087 > 0,05$  and a coefficient value of 1,741. This coefficient indicates that a better work environment is associated with higher employee performance. However, the effect is not statistically significant; therefore, the work environment has not been empirically proven to have a significant effect on employee performance at the Makassar District Court.
- Based on the regression model testing, the F-count value was 34,789 with a significance value of  $<0,001 < 0,05$ . Therefore, it can be stated that the regression model in this study is feasible for hypothesis testing, or in other words, the model used in this study is statistically feasible.
- The R Square value was 0,651, indicating that the model explains 65,1% of the conditions at the research site, while the remaining 34,9% represents limitations of the measurement instruments in capturing the observed phenomena, other factors not included as indicators of each research variable, and researcher error.

## DISCUSSION

This discussion focuses on the decisions resulting from the hypothesis testing as an effort to answer the research problem formulation. The results of the analysis from the hypothesis testing are described as follows:

### 1. The Effect of Human Resource Development (HRD) on Employee Performance

The results of the study show that the Human Resource Development variable has a

positive and significant effect on the performance of employees at the Makassar District Court. This indicates that the better the implementation of HRD through education and training, improvement of skills, development of knowledge, work ability, and formation of work attitudes, the higher the employee performance.

The findings demonstrate a tendency that employees who are given opportunities to participate in competency development activities are able to complete their work more effectively and professionally. HRD programs not only improve employees' technical abilities but also establish more disciplined, adaptive, and responsible work patterns in carrying out their duties.

The results of this study are consistent with the theory of Dessler (2020), which states that HRD is a systematic process for improving employee competencies so that they are able to perform their work effectively. In addition, the theory of Mangkunegara (2017) also explains that education and training serve as the primary means of improving employees' technical, conceptual, and moral abilities, thereby contributing to improved performance.

The findings of this study also reinforce the research of Rudolph and Zacher (2021) and the research of Nurhayati and Andi Syamsul Alam (2022), which concluded that HRD has a positive effect on improving employee performance. This similarity indicates that organizational investment in employee competency development is an important factor in improving work productivity.

The results of this study indicate that various development programs, such as training, technical guidance, coaching, mentoring, and integrity development, have contributed to improving the quality of services and the completion of employees' duties. Therefore, HRD needs to be carried out continuously so that employee capabilities remain aligned with developments in regulations, service digitalization, and public demands for judicial services.

## **2. The Effect of Employee Transfer on Employee Performance**

The results of the study show that employee transfer has a positive but insignificant effect on the performance of employees at the Makassar District Court. This indicates that the implementation of employee transfers tends to have a positive direction of relationship with improved employee performance; however, the effect is statistically not strong enough to demonstrate that employee transfer is a determining factor in improving employee performance.

The research findings indicate that employees who gain work experience in different units have opportunities to improve their adaptability, broaden their work perspectives, and acquire new experiences in carrying out their duties. Nevertheless, these benefits have not been able to exert a significant effect on improving employee performance. This condition indicates that other factors may have a more dominant influence on employee performance than employee transfers, such as human resource development, work environment, motivation, or employees' work experience.

The results of this study are consistent with the theory of Hasibuan (2017), which states that employee transfer is part of employee development aimed at improving work effectiveness and efficiency. This view is also supported by Simamora (2016), who explains that employee transfers can broaden work experience and improve individual competencies. However, in this study, the improvement in competencies obtained through employee transfers has not had a significant effect on employee performance.

The findings of this study are not entirely consistent with the studies of Khan et al. (2022), Ibrahim and Hassan (2024), and Risna Anjani and Tengku Teviana (2024), which concluded that

employee transfer has a positive and significant effect on employee performance. The differences in these findings are presumably caused by differences in organizational characteristics, transfer policies, and respondent conditions. At the Makassar District Court, employee transfers are more commonly implemented as part of meeting organizational needs and career development, enabling employees to maintain their performance even after experiencing a transfer between work units.

The facts at the research site indicate that employees of the Makassar District Court have been able to adapt to the work environment, colleagues, and new tasks following employee transfers. However, this adaptation process requires time, meaning that the impact of employee transfers on performance improvement has not yet become clearly evident. This condition indicates that employee transfers alone are insufficient to improve employee performance without being supported by competency development programs, employee development, and a conducive work environment.

### **3. The Effect of Work Environment on Employee Performance**

The results of the study show that the work environment has a positive but insignificant effect on employee performance at the Makassar District Court. This indicates that better working environment conditions, both physical and non-physical, tend to be accompanied by an increase in employee performance. However, statistically, this effect is not sufficiently strong to demonstrate that the work environment is a factor that significantly influences employee performance.

The research findings indicate that a comfortable and safe work environment, supported by harmonious working relationships, provides encouragement for employees in carrying out their duties and responsibilities. Nevertheless, these conditions have not made a significant contribution to improving employee performance. This indicates that there are other factors that have a more dominant influence on employee performance, such as human resource development, competence, work motivation, and job characteristics.

The results of this study are consistent with the theory of Sedarmayanti (2017), which states that the work environment encompasses all physical and non-physical conditions that can influence the implementation of employees' work. This view is also supported by Afandi (2018), who explains that the work environment is one of the factors that can create comfort, satisfaction, and work productivity. However, in this study, the work environment has not been able to exert a significant influence on employee performance.

The findings of this study are not entirely consistent with the studies by Amiriyyah et al. (2025) and Arfian Nur Rohmat et al. (2023), which concluded that the work environment has a positive and significant effect on employee performance. The differences in these findings are presumably influenced by differences in organizational characteristics, work environment conditions, and research objects. At the Makassar District Court, the work environment is generally in good and relatively uniform condition, so it is no longer a distinguishing factor that significantly influences employee performance.

The facts at the research site indicate that the Makassar District Court has provided adequate work facilities, a digital-based service system, and fairly good working relationships between leaders and employees as well as among employees. These conditions support the implementation of daily tasks but have not become the primary factor determining improvements in employee performance. This indicates that efforts to improve employee performance do not

solely depend on the creation of a conducive work environment but also require support through competency development, increased motivation, and more effective human resource management.

## CONCLUSION & SUGGESTIONS

### CONCLUSION

Based on the results of the data analysis and discussion that have been conducted regarding the effect of human resource development, employee transfers, and the work environment on employee performance at the Makassar District Court, the following conclusions can be drawn:

1. Human resource development has a positive and significant effect on employee performance at the Makassar District Court. These results indicate that the better the implementation of human resource development through education and training, skill enhancement, knowledge development, work ability, and the development of work attitudes and behavior, the higher the employee performance. Thus, human resource development is an important factor in improving the quality of employee performance.
2. Employee transfers have a positive but insignificant effect on employee performance at the Makassar District Court. These results indicate that the implementation of employee transfers tends to improve employee performance; however, the effect is not statistically strong enough. This indicates that employee transfers have not become the primary factor determining improvements in employee performance, and therefore their implementation needs to be accompanied by competency-based placement and adequate support for the adaptation process.
3. The work environment has a positive but insignificant effect on employee performance at the Makassar District Court. The results show that a good work environment tends to have a positive impact on the implementation of employees' duties, but it has not had a significant effect on improving performance. This condition indicates that the existing work environment at the Makassar District Court is relatively good and therefore is no longer a primary factor distinguishing performance levels among employees.

### SUGGESTIONS

Based on the research findings obtained, several recommendations can be provided as follows:

1. For the Makassar District Court, it is recommended to continue improving human resource development programs through education and training, technical guidance, workshops, coaching, and competency development tailored to organizational needs. Evaluation of the effectiveness of each development program should also be conducted periodically to continuously improve employee competence and professionalism.
2. For organizational leaders, the results of this study can serve as a consideration in formulating human resource management policies, particularly in determining priorities for improving employee performance through competency development as the primary strategy rather than focusing solely on employee transfer policies or improvements to the work environment.
3. For future researchers, it is recommended to add other variables that may influence employee performance, such as work motivation, job satisfaction, work discipline, leadership style, organizational culture, compensation, and organizational commitment. Future research may

also employ a *mixed methods* or longitudinal approach to provide a more comprehensive understanding of the factors influencing employee performance.

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