



**THE INFLUENCE OF JOB TRANSFER, WORK EXPERIENCE, WORK
SUPERVISION, AND COMPETENCE ON THE PERFORMANCE OF CIVIL
SERVANTS AT DISPARPORA PEMALANG**

Nini Apri Mulyani¹

Universitas Pancasakti Tegal, Indonesia

aprimulyani09@gmail.com

Yuniarti Herwinarni²

Universitas Pancasakti Tegal, Indonesia

yuniarti@upstegal.ac.id

Tri sulistyani³

Universitas Pancasakti Tegal, Indonesia

sulistyani.tri@gmail.com

Abstract

The performance of Civil Servants (ASN) is a determining factor in the success of government organizations in delivering public services. This study aims to analyze the influence of job transfer, work experience, work supervision, and competence on the performance of Civil Servants at the Department of Tourism, Youth, and Sports (Disparpora) of Pemalang Regency, both partially and simultaneously. Preliminary findings indicated that ASN performance had not yet reached an optimal level, as reflected in the high percentage of low-performing employees, the high frequency of job transfers, variation in work experience, uneven supervision, and mismatches between educational background and position. This study employed a quantitative approach with an explanatory survey design. The population and sample consisted of all 55 Civil Servants at Disparpora Pemalang Regency, selected using the saturated sampling technique. Primary data were collected through a Likert-scale questionnaire, tested for validity and reliability, and then analyzed using classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination analysis with the assistance of SPSS 25. The results show that job transfer, work experience, work supervision, and competence each have a positive and significant partial effect on ASN performance (significance values < 0.05). Simultaneously, the four variables also have a significant effect on ASN performance, with an Adjusted R Square value of 0.697, meaning that 69.7% of



the variation in ASN performance can be explained by these four variables. These findings imply the importance of integrated human resource management combining transfer policy, experience development, strengthened supervision, and competence enhancement to optimize ASN performance in local government institutions.

Keywords: Job Transfer, Work Experience, Work Supervision, Competence, Civil Servant Performance

INTRODUCTION

In an era of rapid globalization, organizations—both private and public—are required to continuously adapt to economic, social, and technological transformations in order to improve the quality and efficiency of their operations. Organizational success in achieving its goals depends heavily on its ability to manage all available resources, and among these elements, human resources (HR) are the most decisive factor because they act as the primary driver of all organizational activities (Ainiyah, 2025). In the context of government organizations, the quality of HR is highly critical because it is directly related to the provision of effective, efficient, transparent, and accountable public services.

The quality of employee performance is one of the main factors determining the effectiveness of program implementation, public services, and the achievement of organizational targets (Pahira & Rinaldy, 2023). Organizations with high-performing employees tend to be more efficient, productive, and responsive to work environment demands, making the improvement of employee performance an important concern for every government institution (Pramono & Pratama, 2020). Various factors are presumed to influence employee performance, including job transfer policies, work experience, supervisory systems, and employee competence (Yunita et al., 2026).

The Department of Tourism, Youth, and Sports (Disparpora) of Pemalang Regency is a government institution responsible for developing the tourism sector, youth empowerment, and improving sports achievement in the Pemalang Regency area of Central Java. This institution holds a strategic role as a driver of Regional Original Revenue (PAD) through the tourism sector, while also serving as a platform for HR development through youth and athlete coaching. However, preliminary data collected by the researcher from ASN Performance Targets (SKP), internal personnel records, job transfer documents, and a pre-survey conducted with employees indicate that ASN performance at this institution has



not yet been optimal. ASN performance assessment data over the course of one year show that the percentage of low-performing ASN fluctuated between 56.50% and 80.25%, with a pattern of increase again toward the end of the year – indicating that ASN performance remains unstable and continues to face various challenges.

There are four main suspected causes of this suboptimal performance. First, the relatively high frequency of job transfers; during the 2018–2022 period, 14 transfers were recorded, comprising incoming, outgoing, and internal transfers, requiring employees to undergo a new adaptation process to different environments, colleagues, and responsibilities. Second, significant variation in work experience among employees, which affects the speed and accuracy of understanding work-related problems. Third, a pre-survey of 20 respondents showed that the implementation of work supervision had not run optimally – only 45% of respondents stated that superiors conducted direct monitoring, and only 30% stated that superiors provided corrective guidance for work errors. Fourth, a mismatch between educational background and job requirements; of the 55 employees, 29 had an educational background that did not match their current position, which has the potential to affect their understanding of tasks and mastery of technical aspects of the job.

This study refers to the findings of Hudiyah & Syaodih (2022), who proved that job transfer had a positive and significant effect on employee performance at PT Onamba Indonesia Karawang. However, previous studies generally focused on private-sector organizations or examined only one or two determinants of employee performance separately. Empirical evidence integrating job transfer, work experience, work supervision, and competence within a single analytical framework remains limited, particularly in the context of Indonesian local government institutions and among State Civil Apparatus (ASN). Furthermore, previous studies have not sufficiently explained how these four human resource factors collectively influence ASN performance, despite the unique characteristics of public-sector organizations, such as bureaucratic procedures, merit-based personnel systems, and public service responsibilities. Based on these findings and the identified research gap, the researcher expanded the study by adding the variables of work experience, work supervision, and competence, while excluding the job rotation variable used in the previous study as a point of differentiation. This research therefore provides empirical evidence regarding the combined influence of these four variables on ASN performance at Disparpora Pemalang Regency.



Based on the above description, the research problems are formulated as follows: (1) does job transfer affect ASN performance; (2) does work experience affect ASN performance; (3) does work supervision affect ASN performance; (4) does competence affect ASN performance; and (5) do job transfer, work experience, work supervision, and competence simultaneously affect ASN performance at Disarpura Pemalang Regency. In line with these research problems, this study aims to examine and analyze the partial and simultaneous effects of the four variables on ASN performance.

Theoretically, this study is expected to enrich the body of knowledge in human resource management, particularly in understanding the complexity of factors influencing ASN performance in the public sector, and to broaden the understanding of Human Capital theory and the Resource-Based View within the context of government organizations. Practically, the results of this study are expected to provide an empirical basis for Disarpura Pemalang Regency in evaluating the effectiveness of transfer policies, competence development, and supervisory systems, and to serve as a reference for similar research in other institutions.

LITERATURE REVIEW

Human Resource Management as the Grand Theory

This study is grounded in the human resource management theory proposed by Hasibuan (2016), who defines human resource management as the science and art of managing labor relations and roles to be effective and efficient in helping to realize the goals of the company, employees, and society. This theory asserts that HR management is carried out through various management functions—planning, organizing, directing, controlling, developing, and maintaining employees. In the context of government organizations, the proper implementation of HR management is crucial in enabling Civil Servants to work professionally and efficiently in providing services to the public. According to this theoretical framework, job transfer functions to place employees according to their expertise and the organization's needs; work experience improves employees' ability to complete tasks; work supervision ensures that all employee activities align with regulations and organizational goals; while competence becomes a fundamental skill that supports the maximum execution of duties.

Employee Performance

Performance refers to the work outcomes obtained by employees in accordance with job requirements, both in terms of quality and quantity (Bangun, 2012). Mangkunegara (2020) defines employee performance as the outcome



achieved by an individual in carrying out tasks based on certain standards set for a particular type of job, which plays an important role in improving organizational efficiency in both the private and government sectors. In line with this, Lestari (2023) emphasizes that employee performance reflects the level of contribution and ability of employees in carrying out tasks to achieve organizational goals, encompassing the process, effectiveness, and quality of task implementation—not merely the final outcome. Based on these various perspectives, performance can be concluded as the achievement attained by an individual in carrying out their duties, both in terms of the quality and quantity of the results achieved.

According to Mangkunegara (2020), performance appraisal standards can be measured through five dimensions: work quality, work quantity, timeliness, cooperation, and responsibility. Work quality is reflected in the accuracy and precision of work results; work quantity relates to the volume of output produced within a certain period; timeliness reflects employees' discipline and efficiency in time management; cooperation reflects the ability to socialize and collaborate with coworkers and superiors; and responsibility reflects employees' commitment to completing tasks and their readiness to bear the risks of decisions made.

In the context of Disparpora Pematang Regency, ASN performance reflects employees' ability to deliver public services effectively while achieving organizational targets in tourism, youth development, and sports administration. Therefore, improving employee performance requires both competent individual capabilities and effective human resource management practices that support employees in carrying out their duties efficiently and responsibly.

Job Transfer

Job transfer is the movement of an employee from one position to another at an equivalent (horizontal) level within the same organization (Hasibuan, 2016). Zainal et al. (2014) assert that job transfer aims to develop employees, address work-related boredom, or meet organizational needs. Job transfer is one of the HR management policies related to the reassignment of employees—either horizontally or vertically—to improve organizational effectiveness and to develop employees' competence and work experience. The indicators of job transfer in this study include the placement dimension (suitability of expertise) as well as other dimensions related to the purpose and process of implementing transfers, adapted from the framework of Hasibuan (2016).



From the perspective of Human Resource Management, an effective job transfer policy enables employees to be assigned according to their competencies and organizational needs. Appropriate placement is expected to reduce job mismatch, improve work adaptation, and increase employees' motivation to perform their responsibilities effectively. Therefore, well-managed job transfers are theoretically expected to improve ASN performance at Disparpora Pemalang Regency.

Work Experience

Work experience indicates the type of work a person has performed, where the more work experience a person has, the higher their skills and abilities in completing tasks (Handoko, 2014). Work experience is the accumulation of knowledge, skills, and abilities acquired through involvement in various work activities over a certain period, which contributes to improved competence and effectiveness in task implementation (Saing, 2022). Hasibuan (2016) emphasizes that experience is not only about the length of employment but also the level of mastery of skills acquired during that period. Based on Foster (2001), work experience is measured through three main dimensions: length of employment/tenure, level of knowledge and skills, and mastery of work tools and equipment.

Employees with greater work experience generally possess broader technical knowledge, stronger problem-solving abilities, and better judgment when dealing with work-related situations. Within government institutions such as Disparpora Pemalang Regency, these accumulated capabilities enable ASN to complete administrative and public service tasks more accurately and efficiently. Consequently, work experience is theoretically expected to contribute positively to ASN performance.

Work Supervision

Work supervision is a process to ensure that organizational and management objectives are achieved (Handoko, 2014). Siagian (2016) defines work supervision as the process of observing the implementation of all organizational activities to ensure that all work being carried out proceeds according to the previously established plan. Supervision functions as a mechanism for monitoring employee activities, keeping the organization on track, and taking corrective action if deviations occur (Daft, 2010). According to Siagian (2016), work supervision comprises four dimensions: direct supervision (real-time monitoring in the field), indirect supervision (through subordinates' reports), preventive supervision (conducted before work begins to prevent



errors), and repressive supervision (conducted after work is carried out to correct deviations).

Effective work supervision provides direction, monitoring, and corrective feedback that help employees perform their duties in accordance with organizational standards and regulations. In public organizations, continuous supervision also strengthens accountability and minimizes procedural errors. Therefore, stronger work supervision is theoretically expected to enhance ASN performance at Disparpora Pematang Regency.

Competence

Competence is a person's capability that encompasses knowledge, skills, and attitudes (personal characteristics) that influence their performance in carrying out a particular task or job (Hasibuan, 2016). Kasmir (2016) adds that competence is a fundamental individual characteristic that has a causal relationship with superior performance criteria in the workplace. Work competence encompasses three main aspects—knowledge, skills, and attitude—which mutually support one another in producing optimal performance (Widiastuti, 2023). Based on Hasibuan (2016), competence is measured through three dimensions: the knowledge dimension (suitability of formal education, understanding of tasks, and technical insight), the skill dimension (work speed, precision/accuracy, and mastery of work tools), and the attitude dimension (discipline, teamwork, and ethics/morals).

Competence represents the combination of knowledge, skills, and work attitudes required to perform organizational tasks effectively. Employees possessing higher competence are generally better able to solve work problems, adapt to organizational changes, and provide quality public services. Accordingly, competence is theoretically expected to have a positive influence on ASN performance at Disparpora Pematang Regency.

Previous Research

Several previous studies have examined the relationship between job transfer, work experience, work supervision, competence, and employee performance in various organizational settings. To provide a clearer comparison of the existing empirical evidence, a summary of the previous studies is presented in Table 1.



Table 1
Summary of Previous Studies

Author	Variables	Object	Method	Main Findings	Research Gap
Hudiyah & Syaodih (2022)	Job transfer, job rotation → performance	PT Onamba Indonesia	Quantitative	Positive significant effect	Private company; does not include supervision, experience, competence
Husain (2022)	Job transfer, workload → performance	East Suwawa District Office	Quantitative	Positive effect	Only two variables
Krisdayanti & Halim (2026)	Promotion, demotion, transfer	Health Center	Quantitative	Significant effect	Different institution and variables
Pakpahan & Dewi (2025)	Supervision, experience, discipline	ASN	Quantitative	Positive effect	No job transfer and competence
Ramadhanti et al. (2026)	Experience, motivation, culture	Employees	Quantitative	Significant effect	Different predictors
Wellem & Aek (2023)	Supervision, discipline	Cooperative	Quantitative	Significant effect	Private organization
Simbolon & Meilani (2023)	Supervision, competence	BPKP ASN	Quantitative	Significant effect	Does not integrate all four variables
Sarumaha (2022)	Competence, culture	Employees	Quantitative	Positive effect	Different organizational context
Rafi et al. (2025)	Competence → performance	Government Office	Quantitative	Positive effect	Only competence examined

Overall, previous studies consistently indicate that job transfer, work experience, work supervision, and competence contribute positively to employee performance. However, most studies investigated only one or two independent variables, were conducted in private organizations or different government institutions, and did not simultaneously examine the four variables within the context of State Civil Apparatus (ASN) in local government agencies. Moreover,



limited evidence is available regarding the integrated influence of these variables on ASN performance at regional government institutions such as Disparpora Pemalang Regency. Therefore, this study addresses this research gap by integrating the four human resource variables into a single empirical model within the local government context.

Conceptual Framework and Hypotheses

Based on the literature review and previous research, the four independent variables are presumed to work together to optimally influence ASN performance. Appropriate job transfer creates suitable employee placement based on expertise; work experience improves employees' precision and maturity in carrying out tasks; work supervision ensures that task implementation follows plans and standards; while competence provides the foundational knowledge, skills, and attitudes that support professional task execution. Synergy between individual internal factors (experience and competence) and organizational managerial factors (transfer and supervision) is required to achieve optimal ASN performance. Based on this conceptual framework, the research hypotheses are formulated as follows:

- H1: Job transfer has a positive effect on ASN performance at Disparpora Pemalang Regency.
- H2: Work experience has a positive effect on ASN performance at Disparpora Pemalang Regency.
- H3: Work supervision has a positive effect on ASN performance at Disparpora Pemalang Regency.
- H4: Competence has a positive effect on ASN performance at Disparpora Pemalang Regency.
- H5: Job transfer, work experience, work supervision, and competence simultaneously have a positive effect on ASN performance at Disparpora Pemalang Regency.

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design, which emphasizes the collection of numerical data that is statistically analyzed to test relationships between variables (Sugiyono, 2018). The data used were primary data collected directly through a five-point Likert-scale questionnaire (Strongly Disagree = 1 to Strongly Agree = 5).

The study population consisted of all 55 Civil Servants at Disparpora Pemalang Regency, distributed across 13 work units including the secretariat, the



general affairs and personnel subdivision, the program planning and finance subdivision, the tourism facilities and creative economy division, the youth and sports division, the tourism object management unit, and the administrative subdivision. Given the relatively small population size, this study used the saturated sampling technique (total sampling), so that all 55 members of the population were used as the research sample (Sugiyono, 2018).

The research variables consisted of one dependent variable (ASN performance) and four independent variables (job transfer, work experience, work supervision, and competence). Table 1 presents a summary of the operational definitions of the research variables.

Table 2
Operational Definitions, Dimensions, and Example Measurement Indicators of the Research Variables

Variable	Dimensions	Example Indicators	Number of Items	Source
Job Transfer	Placement; Suitability of expertise; Organizational purpose	Employees are assigned according to educational background; transfers match competencies; transfers improve work effectiveness	10	Hasibuan (2016)
Work Experience	Tenure; Knowledge & Skills; Tool mastery	Years of service; ability to solve work problems; mastery of work procedures	8	Foster (2001)
Work Supervision	Direct; Indirect; Preventive; Repressive	Direct monitoring; supervisor feedback; corrective action; evaluation	16	Siagian (2016)
Competence	Knowledge; Skills; Attitude	Understanding job duties; technical skills; discipline; teamwork	12	Hasibuan (2016)
ASN Performance	Quality; Quantity;	Accuracy; work target achievement;	20	Mangkunegara (2020)



Timeliness;	punctuality;
Cooperation;	teamwork;
Responsibility	accountability

Prior to the main data analysis, the research instrument was tested for validity and reliability using responses from 30 ASN who were part of the total sample of 55 respondents. This procedure is acceptable because the validity and reliability tests were conducted as a preliminary statistical assessment before the complete dataset was analyzed, while all 55 respondents remained included in the final analysis. The validity test used the product moment correlation technique, comparing the calculated r -value to the table r -value at $df = n - 2 = 28$ and a significance level of 5% (table $r = 0.361$); an item was considered valid if the calculated r -value exceeded the table r -value. The reliability test used Cronbach's Alpha coefficient, with the criterion that an instrument is considered reliable if its alpha value exceeds 0.60 (Ghozali, 2018).

Since all variables were measured using self-administered questionnaires, the study acknowledges the possibility of common method bias and self-report bias. To minimize this potential limitation, respondents were informed that their responses would remain anonymous and would be used solely for research purposes, thereby encouraging honest and unbiased answers. In addition, the questionnaire items were developed from established measurement scales reported in previous studies.

The ordinal data from the questionnaire were transformed into interval data using the Method of Successive Interval (MSI) to satisfy the requirements for parametric statistical analyses such as linear regression, the t -test, and the F -test (Riduwan & Kuncoro, 2012). The data were then analyzed in several stages: (1) classical assumption tests, including the normality test (Kolmogorov-Smirnov), the multicollinearity test (Tolerance and VIF values), and the heteroscedasticity test (Glejser test); (2) multiple linear regression analysis with ASN performance as the dependent variable and the four independent variables as predictors; (3) hypothesis testing, including the t -test (partial) and F -test (simultaneous) at a 5% significance level; and (4) coefficient of determination analysis (Adjusted R Square) to determine the magnitude of the independent variables' contribution to the variation in the dependent variable (Ghozali, 2018). All data processing was conducted using SPSS version 25.



RESULTS AND DISCUSSION

Validity and Reliability Test Results

The test results based on 30 respondents showed that all statement items across the five research variables were declared valid, as the calculated r-value for each item exceeded the table r-value (0.361). The reliability test results showed that all variables had a Cronbach's Alpha value above 0.60, so the instruments were declared reliable. A summary of the reliability test results is presented in Table 3.

Table 3
Summary of Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Note
ASN Performance (Y)	20	0.908	Reliable
Job Transfer (X1)	10	0.952	Reliable
Work Experience (X2)	8	0.933	Reliable
Work Supervision (X3)	16	0.974	Reliable
Competence (X4)	12	0.962	Reliable

Descriptive Statistical Analysis

Descriptive analysis of the 55 respondents provides an overview of the data distribution for each variable, as presented in Table 4.

Table 4
Descriptive Statistics Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
ASN Performance	55	42.00	100.00	83.53	15.87
Job Transfer	55	11.00	50.00	36.13	11.34
Work Experience	55	8.00	40.00	27.33	9.49
Work Supervision	55	16.00	80.00	53.55	19.80
Competence	55	12.00	60.00	41.85	14.61

The mean value of each variable is higher than its corresponding standard deviation, indicating that the variation in respondents' answers is relatively moderate and that no extreme dispersion is observed in the data. However, this result should not be interpreted as evidence of statistical homogeneity, but rather as an indication that respondents' responses are relatively concentrated around the mean.



Classical Assumption Test Results

The normality test using the One-Sample Kolmogorov-Smirnov Test produced a test statistic of 0.080 with an Asymp. Sig. (2-tailed) value of 0.200. Since this significance value is greater than 0.05, the residual data are declared to be normally distributed and satisfy the normality assumption.

The multicollinearity test showed Tolerance values for job transfer (0.884), work experience (0.995), work supervision (0.883), and competence (0.941), all above 0.10; while the VIF values were 1.131, 1.005, 1.133, and 1.063, respectively, all below 10. These results indicate that the regression model does not exhibit multicollinearity among the independent variables.

The heteroscedasticity test using the Glejser method produced significance values of 0.386 (job transfer), 0.497 (work experience), 0.074 (work supervision), and 0.613 (competence). All of these significance values are greater than 0.05, so the regression model is declared free from heteroscedasticity and satisfies the requirements to proceed to multiple linear regression analysis.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis produced the coefficients presented in Table 5.

Table 5
Multiple Linear Regression Analysis and t-Test Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	14.931	6.225	—	2.399	0.020
Job Transfer (X1)	0.386	0.111	0.276	3.464	0.001
Work Experience (X2)	0.759	0.126	0.454	6.044	0.000
Work Supervision (X3)	0.301	0.064	0.375	4.703	0.000
Competence (X4)	0.425	0.084	0.391	5.065	0.000

Based on Table 5, the following multiple linear regression equation was obtained:

$$Y = 14.931 + 0.386X_1 + 0.759X_2 + 0.301X_3 + 0.425X_4$$

The regression coefficients indicate that each independent variable has a positive relationship with ASN performance after controlling for the other variables in the model. Because the independent variables were measured using Likert-scale instruments, the regression constant is interpreted only as a statistical intercept and does not represent a practically meaningful condition. All regression coefficients are positive, indicating that improvements in job transfer, work experience, work supervision, and competence are associated with higher



ASN performance. Based on the standardized Beta coefficients, work experience ($\beta = 0.454$) has the strongest relative contribution to ASN performance, followed by competence ($\beta = 0.391$), work supervision ($\beta = 0.375$), and job transfer ($\beta = 0.276$). The standardized coefficients provide a more appropriate basis for comparing the relative influence of the independent variables because they are measured on the same standardized scale.

Hypothesis Test Results

t-Test (Partial).

Based on Table 4, all independent variables have significance values below 0.05: job transfer (Sig. = 0.001), work experience (Sig. = 0.000), work supervision (Sig. = 0.000), and competence (Sig. = 0.000). Therefore, H1, H2, H3, and H4 are accepted, meaning that each variable partially has a positive and significant effect on ASN performance at Disarpura Pemalang Regency.

F-Test (Simultaneous).

The F-test results are presented in Table 6.

Table 6

F-Test (Simultaneous) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9,782.015	4	2,445.504	32.012	0.000
Residual	3,819.695	50	76.394		
Total	13,601.709	54			

The F-value of 32.012 with a significance of 0.000 (< 0.05) shows that job transfer, work experience, work supervision, and competence simultaneously have a significant effect on ASN performance, so H5 is accepted.

Coefficient of Determination.

The results of the coefficient of determination test are shown in Table 7.

Table 7

Coefficient of Determination Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.848	0.719	0.697	8.740

An Adjusted R Square value of 0.697 indicates that 69.7% of the variation in ASN performance can be explained by the four independent variables (job transfer, work experience, work supervision, and competence), while the remaining 30.3% is explained by other variables outside this research model, such as motivation, leadership, or work environment.

**The Effect of Job Transfer on ASN Performance**

The results of this study prove that job transfer has a positive and significant effect on ASN performance (Sig. = 0.001 < 0.05). This finding is consistent with the concept proposed by Hasibuan (2016) that job transfer is the movement of employees between positions aimed at improving organizational effectiveness and efficiency through the placement of employees according to their abilities and the organization's needs. Theoretically, transfers implemented appropriately create alignment between employee competence and job requirements, reduce work-related boredom, and provide new experiences that boost employee motivation.

In the context of Disparpora Pemalang Regency, job transfers frequently involve movement across different functional units, such as tourism development, youth affairs, sports management, and administrative services. These different work assignments require employees to adapt to new responsibilities, work procedures, and coordination mechanisms. When transfers are implemented based on employees' competencies and job requirements, the adaptation process is more likely to occur effectively, enabling employees to maintain or even improve their performance. Conversely, transfers conducted primarily for administrative reasons may temporarily reduce work effectiveness during the adjustment period.

Practically, this finding implies that Disparpora Pemalang Regency needs to make job transfer part of an employee placement strategy based on competence and position requirements, rather than merely an administrative rotation. This result reinforces the findings of Hudiyah & Syaodih (2022), who proved that job transfer had a positive and significant effect on employee performance.

The Effect of Work Experience on ASN Performance

Work experience is proven to have a positive and significant effect on ASN performance (Sig. = 0.000 < 0.05), with the largest beta coefficient contribution among the four variables. This finding is consistent with the view of Foster (2001) that work experience is the accumulation of knowledge, skills, and abilities acquired by employees while performing their jobs over a certain period, enabling them to understand work procedures and address various problems more effectively. The higher the work experience possessed by employees, the higher their ability to carry out tasks accurately and efficiently, while also minimizing work errors.

This finding is particularly relevant to the organizational context of Disparpora Pemalang Regency, where employees are responsible for diverse



activities such as tourism destination management, youth empowerment programs, sports development, financial administration, and public service delivery. These responsibilities require practical knowledge that is accumulated through years of work experience rather than relying solely on formal education. Experienced ASN are more familiar with administrative procedures, inter-agency coordination, and community engagement, enabling them to complete tasks more efficiently and accurately. This contextual condition may explain why work experience emerged as the strongest predictor of ASN performance in this study.

The practical implication is that Disparpora management needs to consider work experience as a basis for employee placement, task distribution, and career development. This finding is consistent with the results of Pakpahan & Dewi (2025), who found that work experience had a significant effect on the service performance of Civil Servants.

The Effect of Work Supervision on ASN Performance

Work supervision is proven to have a positive and significant effect on ASN performance (Sig. = 0.000 < 0.05). In accordance with the concept of Siagian (2016), work supervision is the process of observing the implementation of work to ensure that all activities run according to plans, policies, and organizational goals. Effective supervision improves employees' discipline, responsibility, and compliance with work procedures, while also providing feedback for employees to correct shortcomings in task implementation.

The preliminary survey conducted at Disparpora Pematang Rejang Regency indicated that direct monitoring and corrective guidance from supervisors had not yet been implemented consistently. This organizational condition helps explain why work supervision significantly influences ASN performance. When supervisors provide regular monitoring, timely feedback, and corrective guidance, employees are better able to comply with work procedures, improve task accuracy, and maintain accountability in delivering public services.

Given that the pre-survey conducted in the early stages of the study showed that several dimensions of supervision—particularly direct guidance and corrective action—remained weak, this finding underscores the importance of Disparpora improving the effectiveness of supervision through regular monitoring, evaluation, and feedback. This result supports the findings of Simbolon & Meilani (2023), who proved that internal supervision had a positive and significant effect on ASN performance.

The Effect of Competence on ASN Performance

Competence is proven to have a positive and significant effect on ASN performance (Sig. = 0.000 < 0.05). Consistent with the definition of Hasibuan



(2016), competence is a capability encompassing knowledge, skills, and attitude that forms the basis for employees to complete work effectively according to established standards. Employees with high competence tend to more easily understand their work, complete tasks accurately, and adapt to change.

This finding is also closely related to the educational background mismatch identified during the preliminary assessment, where many ASN occupied positions that were not fully aligned with their formal educational qualifications. Such conditions may limit employees' understanding of specific technical responsibilities, particularly in tourism services, youth development, sports administration, and other government functions. Therefore, strengthening employee competence through continuous learning and competency development becomes essential for improving ASN performance.

Given that preliminary data showed a mismatch in educational background among the majority of ASN at Disarpura, this finding underscores the urgency of competence development programs through education, training, technical guidance, and certification. This result is consistent with the findings of Sarumaha (2022), which showed that competence had a positive and significant effect on employee performance.

The Simultaneous Effect of the Four Variables on ASN Performance

The F-test results show that job transfer, work experience, work supervision, and competence simultaneously have a positive and significant effect on ASN performance ($\text{Sig.} = 0.000 < 0.05$), with an Adjusted R Square of 0.697. This finding confirms that improved ASN performance results from the synergy between individual internal factors—namely experience and competence—and organizational managerial factors—namely transfer and supervision. In line with the view of Mangkunegara (2020), performance achievement is influenced by various mutually complementary factors; appropriate transfer creates suitable placement, work experience improves the ability to complete tasks, supervision ensures compliance with standards, and competence supports professional task execution. The practical implication is that Disarpura Pematang Regency needs to manage these four aspects in an integrated manner within a single HR management system, as integrated management is expected to contribute more significantly to performance improvement than managing each factor separately. The remaining 30.3% of unexplained variation indicates the presence of other factors outside the model, such as work motivation, leadership, organizational culture, or job satisfaction, which could serve as additional variables for future research.



CONCLUSION

Based on the data analysis and discussion, it can be concluded that: (1) job transfer has a positive and significant effect on ASN performance at Disarpورا Pemalang Regency (Sig. = 0.001); (2) work experience has a positive and significant effect on ASN performance (Sig. = 0.000); (3) work supervision has a positive and significant effect on ASN performance (Sig. = 0.000); (4) competence has a positive and significant effect on ASN performance (Sig. = 0.000); and (5) job transfer, work experience, work supervision, and competence simultaneously have a positive and significant effect on ASN performance (Sig. = 0.000), with an Adjusted R Square value of 0.697, meaning that 69.7% of the variation in ASN performance can be explained by these four variables.

Based on these findings, Disarpورا Pemalang Regency is advised to: implement job transfers more objectively based on job analysis and competence suitability; provide broader opportunities for ASN to gain work experience through task rotation and training; improve the effectiveness of supervision through regular monitoring and feedback; and strengthen ASN competence through education, training, and certification. These four policies need to be managed in an integrated manner within a single HR management system so that ASN performance can be improved optimally and sustainably.

This study has certain limitations, including a sample scope limited to a single institution and the use of a purely quantitative approach. Future research is recommended to include other variables that may influence ASN performance—such as work motivation, leadership, job satisfaction, and work environment—and to consider a mixed-method approach and replication in other government institutions so that the findings can be generalized more broadly.

REFERENCES

- Ainiyah, N. (2025). Peran manajemen sumber daya manusia dalam meningkatkan produktivitas organisasi [The role of human resource management in improving organizational productivity]. *Jurnal Bisnis Mahasiswa*, 5(3), 1296–1310. <https://doi.org/10.60036/jbm.619>
- Bangun, W. (2012). *Sumber daya manusia [Human resources]*. Erlangga.
- Daft, R. L. (2010). *Management*. South-Western Cengage Learning.
- Foster, B. (2001). *Pembinaan sumberdaya manusia [Human resource development]*. PT Bumi Aksara.
- Ghozali, I. (2018). *Aplikasi analisis multivariate dengan program IBM SPSS 25 [Multivariate analysis applications with the IBM SPSS 25 program]*. Badan Penerbit Universitas Diponegoro.



- Handoko, T. H. (2014). *Personalialia dan sumberdaya manusia [Personnel and human resources]*. BPFE Yogyakarta.
- Hasibuan, M. (2016). *Manajemen sumber daya manusia [Human resource management]*. Bumi Aksara.
- Hudiyah, D., & Syaodih, E. (2022). Pengaruh rotasi dan mutasi kerja terhadap kinerja karyawan PT Onamba Indonesia Karawang [The effect of job rotation and job transfer on employee performance at PT Onamba Indonesia Karawang]. *Jurnal Ekonomi Dan Manajemen*, 4(1), 27–35.
- Husain, A. (2022). Pengaruh mutasi kerja dan beban kerja terhadap kinerja pegawai [The effect of job transfer and workload on employee performance]. *Jurnal Administrasi Publik*, 15, 1–10.
- Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, 1(2), 126–138. <https://doi.org/10.31538/mjifm.v1i2.17>
- Kasmir. (2016). *Manajemen sumber daya manusia (Teori dan praktik) [Human resource management (Theory and practice)]*. PT RajaGrafindo Persada.
- Krisdayanti, & Halim, A. (2026). Pengaruh promosi, demosi, dan mutasi jabatan terhadap kinerja pegawai puskesmas dalam pelayanan kesehatan masyarakat di Kota Mamuju [The effect of promotion, demotion, and job transfer on the performance of health center employees in public health services in Mamuju City]. *JUKONI: Jurnal Ilmu Ekonomi Dan Bisnis*, 3(1), 87–92.
- Lestari, D. (2023). *Kinerja pegawai [Employee performance]*. Widina Media Utama.
- Mangkunegara, A. P. (2020). *Manajemen sumber daya manusia perusahaan [Corporate human resource management]*. Remaja Rosdakarya.
- Pahira, S. H., & Rinaldy, R. (2023). Pentingnya manajemen sumber daya manusia (MSDM) dalam meningkatkan kinerja organisasi [The importance of human resource management in improving organizational performance]. *COMSERVA: Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(2), 810–817. <https://doi.org/10.59141/comserva.v3i03.882>
- Pakpahan, M. D. R. P., & Dewi, A. F. (2025). Pengaruh pengawasan, pengalaman kerja, dan disiplin kerja terhadap kinerja pelayanan pegawai ASN [The effect of supervision, work experience, and work discipline on the service performance of civil servants]. *Jurnal Manajemen*, 10(2), 123–135.
- Pramono, A., & Pratama, R. R. G. (2020). Pengaruh kompetensi pegawai dan komitmen organisasi terhadap kinerja pegawai pada Dinas Perindustrian



- dan Perdagangan Kabupaten Pesawaran [The effect of employee competence and organizational commitment on employee performance at the Department of Industry and Trade of Pesawaran Regency]. *Jurnal Relevansi: Ekonomi, Manajemen Dan Bisnis*, 4(2), 1–13. <https://doi.org/10.61401/relevansi.v4i2.42>
- Rafi, R., Rengifurwarin, Z. A., Bahasoan, A., & Pattimura, U. (2025). Pengaruh kompetensi terhadap kinerja pegawai pada Kantor Dinas Pemberdayaan Masyarakat dan Desa Provinsi Maluku [The effect of competence on employee performance at the Office of Community and Village Empowerment of Maluku Province]. *Jurnal Darma Agung*, 33(1), 230–238.
- Ramadhanti, A. P., Kurniawan, I. S., & Lysander, M. A. S. (2026). Pengaruh motivasi intrinsik, budaya organisasi, dan pengalaman kerja terhadap kinerja karyawan CV Bhakti Astawira Sejahtera Kabupaten Kulon Progo [The effect of intrinsic motivation, organizational culture, and work experience on employee performance at CV Bhakti Astawira Sejahtera, Kulon Progo Regency]. *Jurnal Ekonomi Dan Bisnis*, 8(1), 208–223.
- Riduwan, & Kuncoro, E. A. (2012). *Cara menggunakan dan memaknai path analysis (Analisis jalur) [How to use and interpret path analysis]*. Alfabeta.
- Saing, B. (2022). Buku ajar manajemen sumber daya manusia [Human resource management textbook]. *Jurnal Inovasi Dan Pengabdian Masyarakat Indonesia*, 1(3). <https://doi.org/10.26714/jipmi.v1i3.35>
- Sarumaha, W. (2022). Pengaruh budaya organisasi dan kompetensi terhadap kinerja pegawai [The effect of organizational culture and competence on employee performance]. *Jurnal Manajemen Dan Bisnis*, 1(1), 28–36.
- Siagian, S. P. (2016). *Manajemen sumber daya manusia [Human resource management]*. PT Bumi Aksara.
- Simbolon, B., & Meilani, N. L. (2023). Pengaruh pengembangan kompetensi, distribusi pekerjaan, dan pengawasan internal terhadap kinerja ASN pada Perwakilan BPKP Provinsi Riau [The effect of competence development, job distribution, and internal supervision on civil servant performance at the Riau Province Representative Office of BPKP]. *Jurnal Ilmiah Wahana Pendidikan*, 9(22).
- Sugiyono. (2018). *Metode penelitian kuantitatif [Quantitative research methods]*. Alfabeta.
- Wellem, I., & Aek, K. R. (2023). Pengaruh disiplin kerja dan pengawasan kerja terhadap kinerja karyawan pada KSP Kopdit Pintu Air Cabang Maumere [The effect of work discipline and work supervision on employee performance at KSP Kopdit Pintu Air, Maumere Branch]. *Jurnal Ekonomi*



Dan Manajemen, 1(4), 78–88.

Widiastuti, I. (2023). *Kompetensi karyawan [Employee competence]*. CV. Edupedia Publisher.

Yunita, D. R., Syifa, N., & Fuadi, S. F. (2026). Strategi manajemen sumber daya manusia dalam meningkatkan kinerja karyawan dan organisasi [Human resource management strategies for improving employee and organizational performance]. *Journal of Organizational Performance and Analysis*, 2(1), 247–255. <https://doi.org/10.64845/optimamus.v2i1.240>

Zainal, V. R., Ramly, M., Mutis, T., & Arafah, W. (2014). *Manajemen sumber daya manusia untuk perusahaan [Human resource management for companies]* (3rd ed.). PT RajaGrafindo Persada.