STRENGTHENING LEGISLATIVE CAPACITY: AN ANALYSIS OF EXPERT STAFF PROFESSIONALISM IN INDONESIA'S HOUSE OF REPRESENTATIVES

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Abstract
The professionalism of expert staff in the Indonesian House of Representatives (Dewan Perwakilan Rakyat Republik Indonesia (DPR RI) Republik Indonesia) is influenced by various interrelated factors, including work management, coordination, compensation, qualifications, and competencies. This study aims to identify the key factors affecting the professionalism of Dewan Perwakilan Rakyat Republik Indonesia (DPR RI) expert staff and to provide recommendations for improving their performance. A qualitative research design was employed using a thematic approach, grounded theory, and triangulation, with data obtained from interviews and documents analyzed through NVIVO 14 ( ). The findings reveal that professionalism is primarily shaped by effective work management and coordination, competitive compensation, adequate qualifications and competencies, rigorous recruitment and selection processes, and objective performance evaluations. Furthermore, continuous professional development and clear career pathways significantly enhance staff loyalty and performance. Benchmarking against industry standards also provides insights into best practices that can be adopted. In addition, a well-defined organizational structure and effective strategies to address workplace challenges help clarify roles and responsibilities. High-quality support from expert staff and satisfaction with compensation directly contribute to the effectiveness of members and leaders of the Indonesian House of Representatives (DPR RI) parliamentary bodies. These findings imply that the Indonesian House of Representatives (DPR RI) needs to strengthen

these strategic factors to ensure maximum efficiency and effectiveness of expert staff, ultimately enhancing the overall performance of the institution.

Keywords: Professionalism, Work Management, Performance Evaluation, Professional Development, Compensation, Competence, Legislative Assistant

INTRODUCTION

The House of Representatives of the Republic of Indonesia (DPR RI) is a representative body that plays a central role in the Indonesian constitutional system. Based on Article 68 of Law Number 17 of 2014 concerning the People's Consultative Assembly, the House of Representatives, the Regional Representative Council, and the Regional House of Representatives, the DPR RI has three main functions, namely legislation, budgeting, and oversight. These three functions reinforce the position of the DPR RI as an institution that not only channels the aspirations of the people, but also helps determine the direction of public policy and national development (Muchlisin, 2019). Amendments to Law Number 17 of 2014 through Law Number 13 of 2019 further strengthen the function of the DPR RI in carrying out its legislative and oversight duties over the implementation of government. As a legislative body, the DPR RI is expected to be able to produce legal products that are responsive to the needs of the community and relevant to social dynamics. In this context, the professionalism of human resources within the DPR RI is a determining factor in the effectiveness of the institution's performance. One important element in supporting legislative performance is the existence of Expert Staff Professionalism. Expert Staff play a role in providing substantive and technocratic support to Council Members through the preparation of academic papers, policy analysis, and the provision of evidence-based recommendations (Prasetia & Subekti, 2021). Thus, the professionalism of Expert Staff has direct implications for the quality of legislation and public policy produced. However, the reality on the ground shows that the performance of the DPR RI, especially in its legislative function, still faces various criticisms. A number of studies reveal that the DPR RI's legislative products are often problematic, both in terms of quantity and quality, and often do not reflect the real needs of the community (Putra & Riwanto, 2018).

In addition to competency issues, welfare and compensation systems also affect the professionalism of experts. The salaries and allowances received by experts come from the State Budget (APBN) and are regulated in the 2020-2024 Strategic Plan of the DPR RI Expertise Agency. Although nominally quite competitive, compensation gaps between departments and the lack of performance-based rewards cause varying levels of satisfaction and work motivation among experts (Prakoso & Kumorotomo, 2019). When compensation is not commensurate with workload and responsibilities, experts tend to lose intrinsic motivation, which ultimately affects their performance and professionalism. This phenomenon reveals a paradox in the institutional governance of the DPR RI. On the one hand, experts are expected to act as professional resources that support the improvement of public policy quality. However, on the other hand, a suboptimal management system limits their substantive contribution. As a result, the technocratic support provided has not been fully capable of improving the quality of the DPR RI's legislation and oversight. This condition emphasizes the need for a comprehensive evaluation of the aspects of professionalism, recruitment mechanisms, and the compensation system for experts within the DPR RI.

Based on this background, this study aims to analyze the role of the professionalism of experts in influencing the quality of public policy produced by the DPR RI. In addition, this study also aims to identify the factors that influence the level of professionalism of experts, both from the institutional side, individual competence, and internal policies of the DPR RI. With a descriptive qualitative approach, this study is expected to provide empirical contributions in strengthening the professionalization system of parliamentary experts, as well as becoming the basis for the formulation of public policies that are more participatory, transparent, and evidence-based.

REVIEW OF LITERATURE

One of the main causes of the low quality of these legal products is the suboptimal role of Experts in supporting the legislative function. Although Experts are regulated in Law No. 13 of 2019 and DPR RI Regulation Number 1 of 2019 concerning the Management of

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Experts and Administrative Staff, implementation in the field still faces challenges, such as a recruitment process that lacks transparency, placements that do not match competencies, and the absence of an objective performance evaluation mechanism (Vinola et al., 2022).

Structurally, expert personnel consist of three categories, namely Member Experts, Council Equipment Experts, and Faction Experts. Recruitment is carried out through an internal mechanism of the Indonesian House of Representatives with the support of the General Secretariat. Ideally, this recruitment process prioritizes the principles of competence, integrity, and professionalism (Rajab, 2017). However, in practice, nepotism and recruitment based on personal connections are still common. As a result, the experts recruited do not always have the educational background or expertise that matches the functional needs of the institution (Kurniawati & Hermansyah, 2023). This condition has the potential to reduce the quality of professional support for members of the Indonesian House of Representatives and impact the effectiveness of public policy formulation.

In the global context, the professionalism of parliamentary experts has become an important concern in various countries. The British Parliament, through *the House of Commons Library,* and the European Union, through *the European Parliamentary Research Service (EPRS),* have developed legislative support systems that emphasize impartiality, timeliness, and evidence-based analysis (Parliament, 2008) (House of Commons Library, 2023; EPRS, 2022). Similarly, *the* German *Bundestag* and *the Parliamentary Library* of Australia have made analytical competence and professional integrity key indicators of expert staff performance (Deutscher Bundestag, 2021; Parliamentary Library of Australia, 2022).

These international models show that the professionalism of experts does not only depend on technical abilities, but also on institutional systems, recruitment governance, and sustainable reward and career development mechanisms (Library of Parliament, 2022). Unlike these countries, the professionalism of experts in the Indonesian House of Representatives still faces conceptual and implementational challenges. Several studies show that the recruitment of experts is often carried out without regard to the minimum academic qualifications mandated by regulations, namely a master's degree (S2). There have even been cases where experts appointed did not have an educational background relevant to the

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commission or field of work (Katharina, 2018). This condition has implications for the low quality of studies, policy analyses, and substantive recommendations produced. As a result, political decisions made by the DPR RI have the potential to be not data-based and not optimally reflect the public interest.

RESEARCH METHOD

This study uses a descriptive qualitative approach with a constructivist-interpretive paradigm to explore the meaning, practices, and dynamics of the professionalism of Expert Staff Professionalism in the public policy-making process in the Indonesian House of Representatives (DPR RI). A qualitative approach was chosen because the objective of the research was to understand the subjective experiences of the actors (PAs, DPR members, and Secretariat General officials) and how the reality of professionalism is shaped through social interactions, institutional norms, and daily practices. The research design adopted thematic research enriched with elements of grounded theory, allowing new concepts to emerge from the data; the analysis process was carried out iteratively and systematically with the support of NVivo 14 software for data management, coding, and visualization.

The research was conducted at the Indonesian House of Representatives, MPR RI, DPR RI, DPD RI Complex, Senayan, Central Jakarta. The data collection period took place in stages from May 2024 to February 2025, covering instrument preparation, permit submission, interviews, observation, transcription, preliminary analysis, and result verification. The research subjects included experts in various Council Organs (AKD), DPR members, and officials in the General Secretariat who played a role in managing expert staff professionalism; the object of study was the management of experts, including recruitment, placement, duties, performance evaluation, and compensation, as well as their contribution to the functions of legislation, budgeting, and oversight. The informant selection technique used purposive sampling with variations across commissions (I–XIII), factions, and length of service, as well as snowball sampling when necessary; the number of participants was determined until data saturation was achieved.

The research data sources consisted of primary and secondary data. Primary data was obtained through semi-structured interviews with key informants, participatory observation in the DPR RI work environment, and work artifacts such as draft bills, briefing notes, or policy memos. Secondary data includes official documents (Law No. 17/2014 and its amendment Law No. 13/2019), DPR RI regulations, SOPs, TORs, meeting minutes, budget documents, the DPR RI Expertise Agency Strategic Plan, and related academic literature. The interview guidelines were compiled based on the main topics of roles and responsibilities, organizational structure, recruitment and selection, qualifications and competencies, performance and evaluation, challenges, professional development, compensation, and recommendations for improvement, and were flexible to allow for in-depth data collection.

The data collection procedure began with submitting permission requests and identifying informants, followed by conducting interviews lasting approximately 45–90 minutes, which were recorded after obtaining the informants' consent, participatory observation to record work interaction patterns, and collection of relevant documents for comparison and verification. All data were then transcribed verbatim and imported into NVivo 14 for organization and analysis. The use of NVivo facilitated open coding (initial coding), axial coding (category grouping), and selective coding (identification of core categories) so that data-driven analysis enabled the development of a theoretical narrative rooted in the data. In addition, NVivo was used for matrix coding, text search, word frequency, and visualization (word clouds, models, tree maps) features that supported thematic interpretation.

The validity of the research was maintained through the application of qualitative trustworthiness principles: credibility was strengthened by triangulation of sources (interviews, observations, documentation) and member checking; dependability and confirmability were maintained through a documented audit trail (field notes, NVivo logs, transcripts); transferability is facilitated by presenting a detailed research context so that readers can assess the application of findings in other contexts. Research ethics are upheld through an informed consent process, confidentiality protection (pseudonymization of informants unless explicit permission is given), secure data storage (password-protected), and

fulfillment of institutional permission from the Indonesian House of Representatives prior to data collection.

Data analysis was conducted iteratively: transcripts and documents were coded, main themes were identified, and findings were verified through triangulation and inter-researcher discussion. Although this study is qualitative in focus, NVivo supports limited quantitative analysis (e.g., code frequency or inter-code association coefficients) if necessary, provided that statistical interpretations are presented carefully within a qualitative framework. The limitations of the study include the possibility of limited access to sensitive documents or certain informants, which could affect the scope of the data. Mitigation measures applied include expanding data sources, triangulation, and documenting the research process to ensure that the results remain valid and transparent.

With this methodological design, this study is expected to produce an in-depth understanding of how the professionalism of experts is formed, practiced, and influences the quality of public policy in the Indonesian House of Representatives, while also providing an empirical basis for recommendations for improving the governance of experts in parliament.

RESULTS AND DISCUSSION

The research results show that the professionalism of experts in the Indonesian House of Representatives (DPR RI) faces various significant challenges, particularly in the areas of recruitment, placement, performance evaluation, and competency and career development. Although experts play an important role in supporting the implementation of legislative, budgetary, and oversight functions, various structural and systemic obstacles still hinder efforts to improve their professionalism. Thematic analysis through in-depth interviews and data processing using NVivo 14 shows that the main factors affecting the professionalism of experts include recruitment transparency, placement suitability, organizational structure, performance evaluation systems, compensation, and continuing education.

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Transparency in Recruitment Mechanisms

The first finding highlights that the recruitment mechanism for experts in the Indonesian House of Representatives is still not fully transparent and objective. Based on interviews with various experts from different commissions, the selection process is often influenced by subjective factors such as personal connections, political affiliations, and the preferences of the leadership of the council's organs. Although there are formal assessment stages, the final decision is often determined based on political recommendations or personal considerations. The Head of the Indonesian House of Representatives Expertise Agency, Inosentius Samsul, acknowledged that in practice there are still elements of subjectivity in the recruitment process for experts.

This is reinforced by the view of Bambang Wuryanto, Chair of Commission III of the Indonesian House of Representatives, who said that compatibility between leaders and expert staff is often the main consideration, rather than purely technical competence. This condition results in the quality of the experts recruited not always being in line with the substantive needs of the commission, thereby impacting the effectiveness of legislative work. In general, the research results emphasize the need for reform of the competency-based and procedurally fair recruitment system, with clear and transparent criteria. A more open selection process based on academic qualifications and professional experience is expected to produce experts who are truly competent, credible, and independent.

Placement of Experts and Qualification Suitability

The results of the study also show that the placement of experts who are not suited to their fields of expertise is one of the main factors in the decline in work effectiveness. A number of experts revealed that they were placed in commissions that were not relevant to their educational background or experience. For example, experts with a legal background were placed in the fields of economics or budgeting, requiring a long adaptation period and reducing productivity. Dr. Inosentius Samsul emphasized the need to reevaluate the expert placement system and reward senior experts who have proven competence in their fields. Inappropriate placements not only hinder individual performance but also reduce the overall efficiency of the institution. Regulatory evaluation and strengthening of the rights and

obligations of experts are necessary to ensure career clarity and a more equitable reward system.

Compensation and Incentives

The issue of compensation is an important concern in the findings of this study. Both Andreas Pareira (Deputy Chair of Commission XIII of the Indonesian House of Representatives) and Dr. Agun Gunandjar S. (Member of Commission XI of the Indonesian House of Representatives) highlighted that the salaries of experts do not reflect their workload and responsibilities. The current contract system makes the salaries of experts stagnant and does not take into account length of service or experience. As a result, experienced experts receive the same remuneration as new experts, which reduces their motivation and loyalty to their work. Disproportionate compensation policies have an impact on low job satisfaction and motivation among experts. In line with organizational justice theory, this study shows that fair and performance-based compensation has a positive effect on professionalism and job satisfaction. Therefore, increasing allowances, performance-based incentives, and awards for outstanding experts are important steps to strengthen their motivation and loyalty to the institution.

Competence and Professional Development

The shortage of competent experts is a serious challenge for the Indonesian House of Representatives, especially in dealing with the complexity of modern legislative functions. Based on interviews, most experts stated that they had not received formal training relevant to their field of work. Dr. Inosentius Samsul explained that budget constraints often prevented training and capacity building activities from being carried out. This situation has led to stagnant competencies and capability gaps among experts. Bambang Wuryanto (Chair of Commission III of the DPR RI) added that the number of experts should be adjusted to the number of partners in each commission to maintain proportionality in the workload. Meanwhile, Andreas Pareira (Deputy Chair of Commission XIII of the Indonesian House of Representatives') emphasized the importance of technical training and analytical capacity building so that experts are able to work across fields and support legislative functions comprehensively. The results of this study confirm that continuous training programs and

competency standardization for experts are urgently needed. Strengthening analytical skills, communication abilities, and information technology literacy are aspects that need to be developed to address the increasingly complex and data-driven challenges of legislative work.

Organizational Structure and Coordination

The lack of clarity in the organizational structure and division of tasks between experts and council members is also a factor that hinders professionalism. Several experts admitted that communication and coordination between units are not yet optimal. The lack of clarity in roles has led to overlapping tasks and hindered the smooth running of the legislative process. Andreas Pareira emphasized that experts need to have good coordination and communication skills to work synergistically with leaders and colleagues. The ability to adapt to work dynamics and a clear organizational structure will help experts understand their task boundaries and strengthen the effectiveness of cross-commission collaboration. The results of the study confirm the importance of establishing a clear organizational structure, a well-defined division of responsibilities, and a collaborative work culture. This step will encourage improved internal coordination, accelerate the decision-making process, and reduce role conflicts within the Indonesian House of Representatives.

Performance Evaluation and Accountability

The research findings show that the expert staff performance evaluation system is still weak and lacks standardization. Performance assessments tend to be administrative and subjective, without clear quantitative indicators. This makes it difficult for expert staff to obtain constructive feedback for self-development. According to Dr. Inosentius Samsul, it is not only the performance of experts that needs to be evaluated, but also the regulations and work standards that form the basis for the performance of their duties. He emphasized the importance of establishing a fair and balanced assessment system for both new and senior experts. Meanwhile, Bambang Wuryanto highlighted that the effectiveness of experts greatly depends on the extent to which leaders are able to utilize their potential and expertise. If leaders do not understand the function of experts, their contributions will not be maximized. Therefore, in addition to indicator-based evaluations, there needs to be an evaluation of the

working relationship between leaders and experts so that their competencies can be utilized more optimally.

**Challenges in Improving Professionalism**

This study also found a number of fundamental challenges in improving the professionalism of experts, including limited training, uncertainty of contractual work status, and high workloads due to limited human resources. In addition, experts must also be able to adapt to different leadership styles in each political period. Bambang Wuryanto emphasized that experts must be able to understand the "passion" of leaders and the political direction taken by the commission. Thus, professionalism is not only determined by technical competence, but also by interpersonal skills and sensitivity to the political dynamics of the institution.

Results of NVIVO Data Processing

The summary of the research results shows that analysis using NVivo and Pearson's correlation was not only used to interpret the data but also to answer the research questions in depth and argumentatively by referring to relevant literature. The research results confirm that the experts of the Indonesian House of Representatives, as regulated in Law Number 13 of 2019 and Presidential Regulation Number 27 of 2015, have an important role in supporting the functions of legislation, budgeting, and oversight. However, their professionalism still faces various obstacles, particularly related to non-transparent recruitment processes, mismatched competencies, and inefficient work management. In addition, compensation and job satisfaction factors also affect the performance of experts. Although salaries are considered competitive, the reward system, which is not yet based on performance and experience, remains a major weakness. Salary adjustments, additional allowances, and competency-based career development are considered necessary to increase the motivation and productivity of experts. The study also compares practices in other countries' parliaments, such as South Africa, which emphasizes the importance of professional experts in supporting the effectiveness of legislative institutions. The results of the analysis show that the professionalism of experts is influenced by the relationship between salary, organizational support, work management, and career development opportunities. Therefore,

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comprehensive reforms are needed in the recruitment, management, and reward systems for DPR RI experts so that they can play a more optimal role in strengthening the functions of representation and public policy.
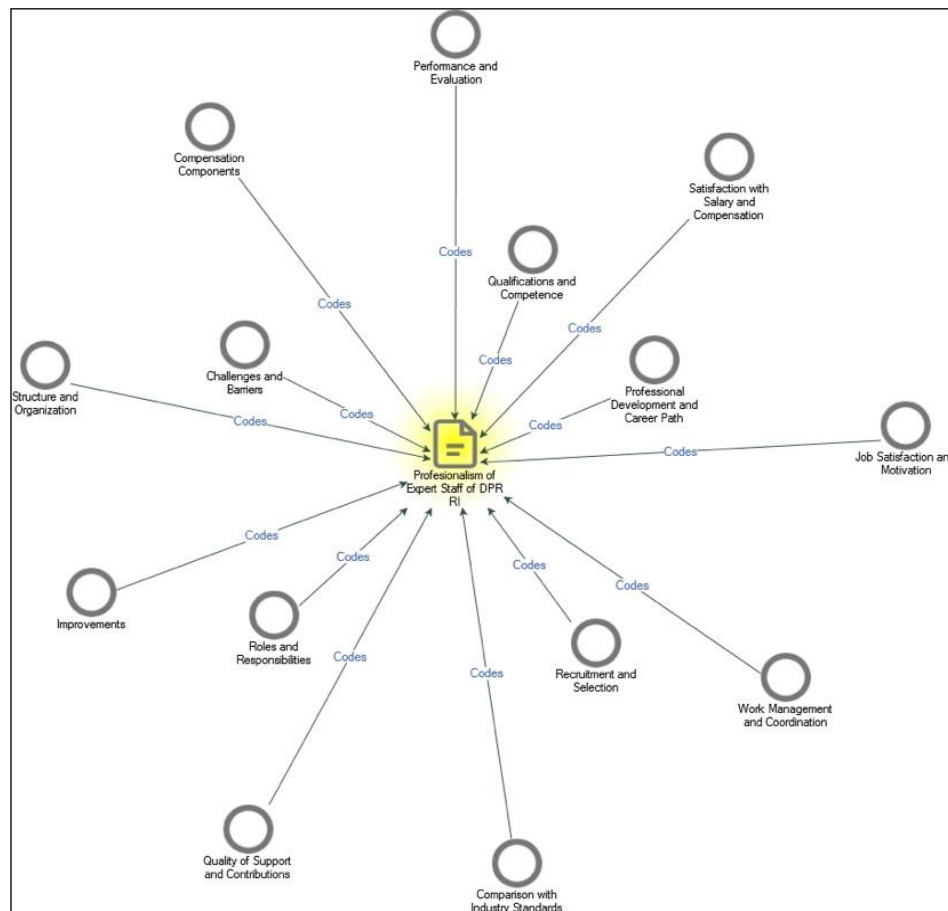
Source: Data Processing Results using NVIVO 14 Application
Figure 1.
Professionalism of Experts in the Perspective of Public Policy

NVivo 14 shows that improving the professionalism of DPR RI experts depends on several key factors: (1) the implementation of a regular and objective performance evaluation system to increase accountability; (2) competitive compensation (salary + allowances) as a motivator and retention tool for quality staff; (3) a clear organizational structure to define roles/responsibilities and prevent confusion; (4) the removal of bureaucratic barriers and the fulfillment of resources; and (5) professional development programs (training/workshops) to

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maintain and improve competence. In addition, selective recruitment, effective management and coordination, recognition of achievements, and periodic compensation adjustments are also necessary to improve the job satisfaction, loyalty, and productivity of Experts, so that their contribution to the effectiveness of the DPR RI is optimal. The percentage coverage of the factors of professionalism of Experts can be seen in Table 1 below.

Table 1.
Percentage of Factors Influencing the Professionalism of Experts from a Public Policy Perspective in the DPR RI

Factors Affecting the Professionalism of Experts	Percentage Coverage
Management and Coordination Process	2.75
Compensation Components	2.05
Qualifications and Competencies	2.00
Recruitment and Selection	1.85
Performance and Performance Evaluation	1.68
Professional Development and Career	1.56
Comparison with industry standards	1.39
Challenges and Obstacles	1.38
Structure and Organization	1.36
Roles and Responsibilities	1.00
Contribution and quality of support	0.92
Satisfaction with salary and compensation	0.89
Improvement	0.77
Motivation and job satisfaction	0.60

The results of the analysis of the factors of professionalism of DPR RI experts through NVivo 14 show that the increase in professionalism is influenced by various interrelated aspects. The three most dominant factors are work management and coordination (2.75%), compensation (2.05%), and the qualifications and competencies of experts (2.00%). These three aspects have been proven to have a significant influence on the productivity, effectiveness, and quality of performance of experts. In addition, other factors such as recruitment and selection (1.85%), performance evaluation (1.68%), and professional and career development (1.56%) also play an important role in strengthening the professional system of experts. Objective evaluations and clear career paths can increase loyalty and work

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motivation. On the other hand, comparisons with industry standards (1.39%), management of challenges and obstacles (1.38%), and a clear organizational structure (1.36%) also contribute to the effectiveness of the institution. Other supporting factors such as roles and responsibilities (1.00%), quality of support (0.92%), satisfaction with compensation (0.89%), continuous improvement programs (0.77%), and work motivation (0.60%) are also important in maintaining the stability and professionalism of expert performance. Overall, these results confirm that effective management and coordination, fair compensation, and continuous competency improvement and training are key factors in building a professional, adaptive, and highly competitive expert workforce to support the legislative functions of the Indonesian House of Representatives.
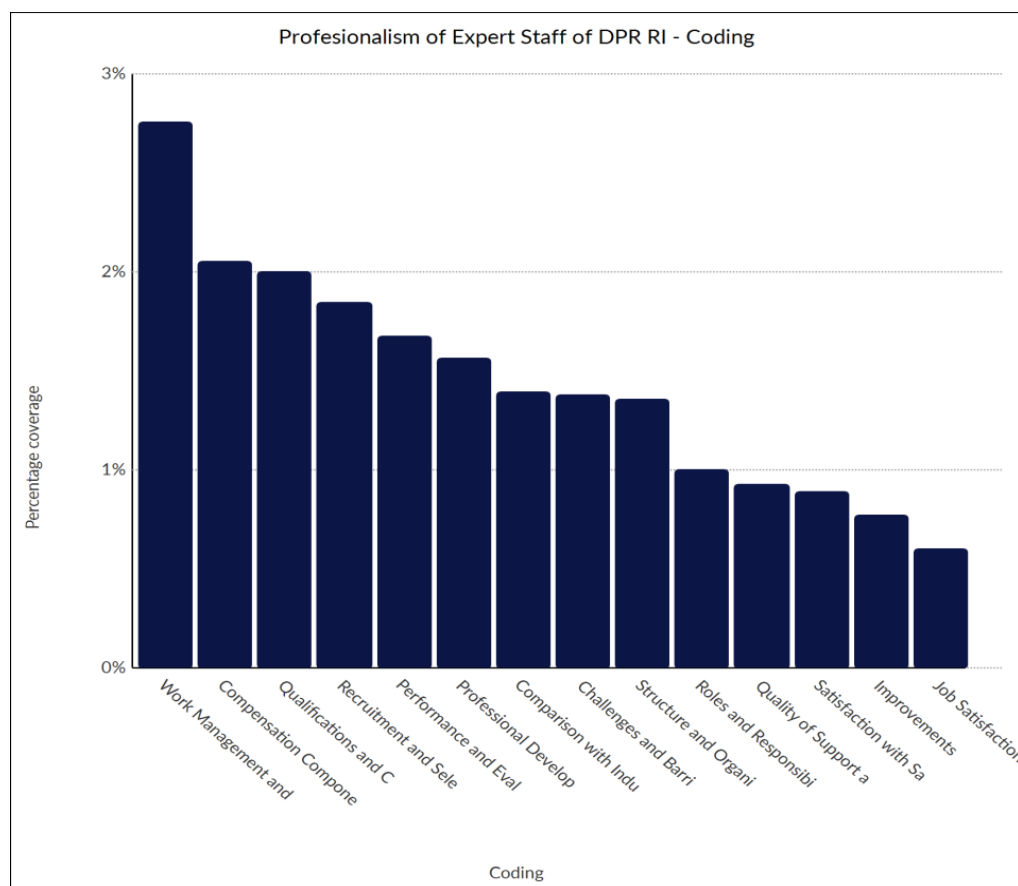
Source: Data Processing Results with NVIVO 14

Figure 2.
Graph of Expert Staff Professionalism in the Perspective of Public Policy in the Indonesian House of Representatives

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The word cloud analysis shows that the main factors influencing the professionalism of DPR RI experts include work management and coordination, compensation, and qualifications and competencies. Effective management and good coordination play an important role in increasing productivity and avoiding duplication of work. Compensation in the form of salaries and allowances is a key factor in maintaining motivation and job satisfaction. In addition, rigorous recruitment and selection as well as objective performance evaluations are necessary to ensure competent and qualified experts. Continuous professional development and clear career paths have been proven to increase the loyalty and performance of experts. A well-defined organizational structure helps clarify roles and responsibilities, while efforts to overcome bureaucratic obstacles and resource constraints are essential for work effectiveness. Quality support from experts contributes directly to the effectiveness of the DPR RI, so monitoring satisfaction with compensation and the implementation of continuous training is necessary to maintain motivation, professionalism, and optimal performance.

Source: Data Processing Results using NVIVO 14 Application
Figure 3.
Word Cloud Professionalism of DPR RI Experts

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The results of the study show that the professionalism of DPR RI experts is influenced by their ability to learn independently, their multidimensional competencies, and clear and continuous support from the civil service system. Many experts emphasize the importance of self-development through formal and self-taught training to meet complex work demands. They not only play a role in policy formulation and meeting analysis, but are also active in field activities such as work visits and gathering community aspirations. However, various structural and personal challenges remain, such as high workloads, unequal distribution of tasks, career uncertainty due to political contract status, and unfair compensation between new and senior experts. These conditions create an urgent need for civil service system reform, including the implementation of a parliamentary employee model that provides more certainty in terms of status, protection, and career paths. The study also found that technical training is still very limited and does not meet the needs of each commission, requiring more specific and sustainable capacity building. In addition, collaboration between experts, the DPR RI Secretariat, and the Council Expertise Agency (BKD) needs to be strengthened so that substantive studies are more in sync with legislative needs. In terms of policy, experts hope for competency-based recruitment and evaluation, rather than mere political recommendations, as well as an improvement in fair and performance-based compensation schemes. Overall, this study confirms that the professionalism of DPR RI experts is highly dependent on competency, welfare, continuous training, and strong institutional support, which ultimately contribute to improving the effectiveness of legislative functions and the quality of public policy in Indonesia.

Transparency in the Expert Staff Professionalism Recruitment Mechanism

The results of the study show that the lack of transparency in recruitment has implications for the mismatch between TA competencies and legislative needs and reduces the legitimacy of the institution. These findings are in line with Professional Expertise Theory, which emphasizes the suitability of qualifications and specializations, and Organizational Justice Theory, which links fair selection procedures to internal and public trust. From the perspective of the rule of law and the function of law, non-objective recruitment risks undermining the principles of equality and legislative independence (Trias Politika).

Practically, the findings emphasize the need for transparent selection standards, measurable competency criteria, and administrative oversight mechanisms to reduce political intervention and nepotism, an empirical contribution that strengthens the normative argument in the literature on public administration.

Expert Staff Professionalism Placement According to Qualifications

The analysis underscores that misplacement reduces the effectiveness of expert staff professionalism support for legislative, oversight, and budgetary functions. The Theory of Continuous Professional Development and the Theory of Placement & Career Development support the need for competency-based placement and clear career paths. Proper placement improves the quality of technical input and accelerates the commission's response to substantive issues. The novelty of these findings is the emphasis on the close relationship between competency-based placement and the legitimacy of legislative output, not merely internal efficiency, which encourages recommendations for a standardized placement system and a national competency map for parliamentary needs.

Expert Competencies

The findings reinforce the importance of core competencies, such as law, economics, and IT, as prerequisites for substantive contributions by technical advisors. Talent Management theory underscores the need for talent recruitment, development, and retention strategies. In addition, the Trias Politica and effectiveness theory emphasize that adequate competencies maintain legislative independence and performance. The analytical novelty lies in the multi-dimensional mapping of competencies (academic, analytical, communication, ethics) as indicators of measurable parliamentary professionalism that can be used as the basis for specific commission training curricula.

Organizational Structure and Coordination

The data shows that an unclear organizational structure hinders collaboration and causes ambiguity in the roles of expert staff professionalism and DPR RI members. Organizational Design Theory and Professional Structure Theory emphasize that a clear structure is important for task allocation, communication, and cross-functional coordination. These findings highlight the need for an organizational design that defines expert staff

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professionalism functions (substantive vs. administrative), internal coordination mechanisms, and SOPs for collaboration between expert staff professionalism, the Secretariat, and the BKD. The contribution of this research is its recommendation for an institutional design that links organizational structure with indicators of legislative output quality.

A Clear and Fair Performance Evaluation System

The research found that a lack of standardized evaluation leads to subjectivity in assessment and weakens accountability. Performance Evaluation and Performance Measurement Theory suggest outcome-based indicators (output/outcome), e.g., the quality of academic papers, contributions in meetings, and analysis completion time as the basis for assessment. An important novelty here is the proposed evaluation framework that combines technical competence, professional ethics, and contribution to the policy process (not just administrative activities), so that evaluation can encourage continuous improvement and provide a basis for performance-based rewards.

Challenges in Improving Expert Staff Professionalism

The analysis identifies several key obstacles: limited budget for training, contractual status and career uncertainty, excessive workload, and the risk of politicization of the expert staff professionalism role. The theories of Lifelong Professional Development and Human Resource Development emphasize the urgency of sustainable human resource investment. The research contributes a set of policy recommendations: (1) a parliamentary staff/permanent employee scheme or contractual mechanism that provides continuity, (2) a needs-based training program for commissions, (3) differentiated incentives for experience and performance, and (4) a mechanism to protect professional independence.

Pearson Correlation Analysis (NVivo) Interpretation and Implications

The correlation analysis confirms several important relationships: salary/compensation satisfaction is strongly correlated with job satisfaction and motivation; quality of support is positively correlated with performance and evaluation; work management/coordination is related to quality of support. Meanwhile, organizational structure shows a weak/negative correlation with quality of support, indicating that a rigid structure may hinder contribution. From a theoretical perspective, these results substantiate

the argument that financial, managerial, and resource factors are critical determinants of professionalism. Practical implications: compensation reform, work management improvements, and enhanced operational support should be prioritized, while structural design should be geared toward greater flexibility to support collaboration.

Integration of Findings: Theoretical and Practical Contributions (Novelty)

This study enriches the literature by positioning parliamentary expert staff professionalism as strategic actors whose professionalism directly impacts the legitimacy and quality of public policy. The novelty of this study includes:

Multidimensional modeling of expert staff professionalism (core competencies, compensation, evaluation, work management, organizational structure) as determinants of legislative output quality.

Empirical evidence of inter-factor correlations (NVivo + Pearson) indicates intervention priorities (compensation, support, work management).

Institutional policy recommendations: competency-based placement, results-based evaluation systems, tiered compensation schemes, and institutional designs that support independence and coordination.

Limitations and Future Research Agenda

These findings are based on in-depth qualitative data and correlation analysis; limitations include the purposive nature of the expert staff professionalism sample and the correlational nature that does not prove causality. A broader quantitative study and longitudinal study are recommended to examine the impact of reform policies (e.g., changes in recruitment or compensation schemes) on legislative performance. In addition, comparative studies with other countries' parliaments could enrich recommendations for best practices.

Policy Implications

Based on the discussion, the priority policy recommendations are:

1. Establish a transparent and competency-based recruitment mechanism (standards, objective assessments, publication of criteria).

2. Organizing placements based on competency maps and commission needs.

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3. Developing a results-based performance evaluation system with technical and ethical indicators.

4. Improving the compensation scheme (experience/performance incentives) and providing a budget for ongoing training.

5. Redesign a flexible organizational/coordination structure to support collaboration between technical assistants, members of the House of Representatives, and the Secretariat/BKD.

CONCLUSION

Based on the results of this study, it can be concluded that the professionalism of experts has a significant impact on the quality and effectiveness of public policies produced by the House of Representatives of the Republic of Indonesia. Policies are more data-driven and based on objective analysis when experts have a high level of professionalism. Therefore, it is very important for the House of Representatives of the Republic of Indonesia (DPR RI) to improve the professionalism of experts through training, knowledge updates, and strengthening work ethic standards. The recommendation given in this study is to improve the recruitment and supervision system for experts so that they can contribute more optimally to the formulation of policies that favor the community. In addition, the House of Representatives of the Republic of Indonesia (DPR RI) needs to strengthen collaboration between experts and members of the House of Representatives of the Republic of Indonesia (DPR RI) to ensure that the policies produced are more effective and relevant.

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