Jurnal STEI Ekonomi
Journal homepage: https://journal.steipress.org/index.php/jemi
p-ISSN: 0854-0985| e-ISSN: 2527-4783
Vol 35, No. 2, 2026, pp. 169-184. DOI: https://doi.org/10.36406/jemi.v35i2.472

Research Article

# Enhancing the utilization of legislative expert staff work output through competence, organizational support, and professional commitment

**Bayu Andriyanto & Diah Pranitasari***
Universitas Kebangsaan Indonesia, Jakarta, Indonesia

**ABSTRACT**

*This study examines the influence of competence, organizational support, and professional commitment on the perceived utilization of work outputs among legislative expert staff in the Indonesian House of Representatives (DPR RI). In knowledge-based public organizations, the effective utilization of expert work outputs is essential for supporting evidence-informed decision-making and institutional performance. This research employed a quantitative explanatory approach using survey data collected from 150 legislative experts selected through purposive sampling. Data were analyzed using Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings indicate that competence and organizational support do not have a significant direct effect on perceived work output utilization. Competence also does not significantly affect professional commitment. However, organizational support has a significant positive effect on professional commitment, while professional commitment significantly influences perceived work output utilization. The mediation effect of professional commitment was not supported. These findings suggest that professional commitment plays a crucial role in enhancing the perceived value and utilization of expert work outputs. The study highlights the importance of fostering professional commitment through supportive organizational environments to improve the effectiveness of legislative institutional support systems.*

***Keywords:*** *Competence, Organizational Support, Professional Commitment, Work Output Utilization, Legislative Experts*

**Article Information:**
Received 6/3/2026 / Revised 9/14/2026 / Accepted 9/22/2026 / Online First 11/1/2026

**Corresponding author**:
Diah Pranitasari. Email: nitadpranitasari@gmail.com

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DOI: https://doi.org/10.36406/jemi.v35i2.472

**Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh kompetensi, dukungan organisasi, dan komitmen profesional terhadap persepsi pemanfaatan hasil kerja tenaga ahli di lingkungan Dewan Perwakilan Rakyat Republik Indonesia (DPR RI). Dalam organisasi publik berbasis pengetahuan, pemanfaatan hasil kerja tenaga ahli secara efektif sangat penting untuk mendukung pengambilan keputusan berbasis bukti serta meningkatkan kinerja institusi. Penelitian ini menggunakan pendekatan kuantitatif dengan desain *explanatory research* melalui survei terhadap 150 tenaga ahli legislatif yang dipilih menggunakan teknik purposive sampling. Data dianalisis menggunakan *Partial Least Squares Structural Equation Modeling* (PLS-SEM). Hasil penelitian menunjukkan bahwa kompetensi dan dukungan organisasi tidak berpengaruh signifikan secara langsung terhadap persepsi pemanfaatan hasil kerja. Kompetensi juga tidak berpengaruh signifikan terhadap komitmen profesional. Namun, dukungan organisasi berpengaruh positif dan signifikan terhadap komitmen profesional, sementara komitmen profesional berpengaruh signifikan terhadap persepsi pemanfaatan hasil kerja. Efek mediasi komitmen profesional tidak terbukti signifikan. Temuan ini menunjukkan bahwa komitmen profesional memegang peranan penting dalam meningkatkan nilai dan pemanfaatan hasil kerja tenaga ahli. Penelitian ini menegaskan pentingnya membangun komitmen profesional melalui lingkungan organisasi yang suportif guna meningkatkan efektivitas sistem pendukung kelembagaan legislatif.

**Kata Kunci**: Kompetensi, Dukungan Organisasi, Komitmen Professional, Pemanfaatan Hasil Kerja, Tenaga Ahli Legislative.

## 1. Introduction

Legislative institutions play a strategic role in modern democratic systems through the implementation of legislative, budgeting, and oversight functions. The effectiveness of these functions is determined not only by the capacity of legislators as decision-makers but also by the quality of institutional support systems that provide evidence-based analysis, information, and recommendations. In modern public governance, evidence-informed policymaking is becoming an increasingly important approach because it enables public organizations to produce policies that are more qualified, accountable, and responsive to societal needs (OECD, 2020a). In this context, experts serve as a strategic link between technical knowledge, policy analysis, and institutional decision-making needs.

Within legislative institutions, experts play a crucial role in providing substantive support through the preparation of policy studies, legal analyses, meeting materials, strategic issue mapping, and data-based recommendations to support the legislative and oversight processes. This role becomes even more crucial amidst the complexity of public policy issues, which demand speed, accuracy, and depth of analysis. However, the presence of expert work does not automatically guarantee that it is actually utilized in the organization's decision-making process (Hakim, 2023). From a knowledge management perspective, the main challenge for modern organizations is not only to generate knowledge, but to ensure that this knowledge is actually used to create value for the organization (Kianto et al., 2019).

The utilization of expert work is a crucial indicator in assessing the effectiveness of institutional support systems. When expert studies, recommendations, or analyses are consistently used to support decision-making, the presence of experts significantly contributes to organizational effectiveness. Conversely, if these work results are not utilized optimally, the potential contribution of experts to improving policy quality and organizational performance remains suboptimal. This phenomenon often occurs in public organizations characterized by complex bureaucracies, formal communication patterns, and institutional dynamics that can

influence the flow of information and the utilization of knowledge (Armstrong & Taylor, 2020; Fahira & Basuki, 2025; Hislop et al., 2018).

In knowledge-based work, competence is a fundamental factor because it determines the quality of analysis, the relevance of recommendations, and an individual's ability to produce valuable outputs. Individuals with high levels of competence are theoretically better able to produce work that is accurate, credible, and aligned with organizational needs (OECD, 2020b; World Bank, 2026). However, in complex public organizations, technical competence alone does not necessarily guarantee that the work produced will actually be used by decision-makers (Boswell & Smith, 2018).

In addition to competence, organizational support is also a crucial factor influencing individual work effectiveness. Organizational support refers to an individual's perception of the extent to which the organization values their contributions and cares about their well-being (Kurtessis et al., 2017). This support can include the provision of work resources, access to information, role clarity, leadership support, recognition for contributions, and professional development opportunities. Research shows that organizational support is positively related to employee motivation, job engagement, commitment, and performance, particularly in public sector organizations (Prysmakova & Lallatin, 2021). In the context of professionals, organizational support has the potential to increase productivity while strengthening the perception that their work has strategic value to the organization.

Another factor that potentially influences the utilization of work results is professional commitment. Professional commitment reflects an individual's level of psychological attachment to their profession, including dedication to professional standards, a sense of responsibility for the quality of work, and a willingness to consistently contribute (Meyer et al., 1993; Purnomo & Pranitasari, 2024). Individuals with high professional commitment tend to demonstrate greater responsibility for the quality of their work, maintain professional integrity, and produce output that is more relevant and valuable to the organization. In public organizations, professional commitment is a crucial factor because many jobs require expertise-based decision-making, professional independence, and ethical responsibility.

Previous studies have extensively examined competency, organizational support, and professional commitment in relation to various individual and organizational outcomes. For example, Armstrong and Taylor (2020) discussed competency as an important foundation for effective individual and organizational performance, while Eisenberger et al. (1986) examined perceived organizational support and its implications for employees' attitudes toward the organization. Meyer et al. (1993) examined commitment to occupations and demonstrated the applicability of the three-component commitment framework to occupational contexts.

However, these studies have largely focused on employee attitudes, behaviors, and performance within general organizational settings rather than on the utilization of expert work in legislative institutions. Research specifically examining how expert studies, analyses, and recommendations are utilized in legislative decision-making remains relatively limited. Legislative institutions, as public organizations, possess unique characteristics, where the utilization of expert work is determined not only by the quality of the output but also by institutional dynamics, working relationships, and users' perceptions of the strategic value of that output. This research gap is crucial to fill because the effectiveness of institutional support systems depends heavily on the extent to which expert work is actually utilized to support organizational functions. Therefore, this study aims to analyze the influence of competency and organizational support on the perception of the utilization of expert work, with professional commitment as a mediating variable.

DOI: https://doi.org/10.36406/jemi.v35i2.472

## 2. Theoretical background and hypothesis

**Perceived Utilization of Work Results**

In knowledge-based organizations, the value of work results is determined not only by their technical quality but also by the extent to which they are actually used to support organizational processes (Pranitasari, Anhar, et al., 2024). This concept aligns with the knowledge utilization perspective, which emphasizes that knowledge creates organizational value when it is integrated into decision-making, problem-solving, and organizational practices (Kianto et al., 2019). In public organizations, knowledge utilization is particularly important for improving policy effectiveness, decision quality, and institutional performance. Contemporary evidence-informed policymaking frameworks further emphasize that effective evidence use depends on the interaction between the supply of evidence and policymakers' demand for, access to, and capacity to apply that evidence (OECD, 2025).

Perceived utilization of work results refers to an individual's assessment of the extent to which their work results are actually used, perceived as relevant, and contribute to organizational goals. From a knowledge utilization perspective, the value of organizational output is therefore determined by the extent to which it is incorporated into work processes and decision-making (Kianto et al., 2019; Koon et al., 2020). The perception that work results have a tangible impact is also important because it can strengthen intrinsic motivation, work engagement, and individual commitment to the organization (Bakker, 2011). In public organizations, employees who perceive that their contributions are valued and utilized tend to demonstrate stronger professional engagement and responsibility (Prysmakova & Lallatin, 2021). More recent evidence-informed policymaking perspectives reinforce this argument by showing that effective utilization of expertise requires not only high-quality evidence but also institutional capacity, interaction among relevant actors, and organizational mechanisms that connect evidence producers with decision-makers (OECD, 2025).

**Competence**

Competence is a key concept in human resource management that explains an individual's ability to perform tasks effectively. Armstrong & Taylor (2020) define competence in terms of the knowledge, skills, behaviors, and individual capabilities required for effective performance. Competence reflects not only technical abilities but also analytical, problem-solving, communication, and adaptability capabilities. It is therefore increasingly recognized as a strategic capability that enables individuals to create valuable outcomes and contribute to organizational performance (Harini et al., 2023).

In knowledge-based work, competence plays a fundamental role because it determines an individual's capacity to produce relevant information, analysis, and recommendations for the organization. Hislop et al. (2018) emphasize the importance of individual capabilities in creating, managing, and applying organizational knowledge. Individuals with high levels of competence are therefore theoretically more capable of producing credible and high-quality work outputs that correspond to organizational needs. Previous studies also indicate that individual competence contributes to self-efficacy development and enhances the ability to generate valuable organizational outcomes (Pranitasari et al., 2024).

The contemporary public-sector context further strengthens the importance of competence. Modern public organizations increasingly require not only technical expertise but also high-level cognitive, behavioral, adaptive, and social-interaction capabilities to address complex policy challenges and technological change (OECD, 2023). However, technical competence alone does not guarantee that the resulting work will be utilized in decision-making. Knowledge utilization in public organizations is also influenced by institutional structures, relationships among actors, organizational culture, and decision-making dynamics

(Boswell & Smith, 2018; Koon et al., 2020). Recent evidence-informed policymaking research similarly indicates that the effective use of expertise requires the alignment of individual capabilities with organizational and systemic capacities for accessing, assessing, and applying evidence (OECD, 2025).

**Organizational Support**

Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Novialni et al., 2024). This concept was developed within organizational support theory, which explains that when individuals feel supported by the organization, they exhibit more positive work attitudes as a form of social reciprocity (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002).

A meta-analysis by Kurtessis et al. (2017) showed that organizational support has a strong positive relationship with organizational commitment, job satisfaction, job engagement, and employee performance. In the context of public organizations, organizational support is also a crucial factor influencing work effectiveness because it can increase intrinsic motivation, a sense of appreciation, and professional loyalty (Prysmakova & Lallatin, 2021).

Organizational support may include access to work resources, role clarity, leadership support, recognition of contributions, a conducive work environment, and professional development opportunities (Armstrong & Taylor, 2020; Robbins & Judge, 2024). Its relevance has become increasingly important in contemporary public organizations, where employees must continuously adapt their skills to complex policy challenges, technological developments, and changing public expectations (OECD, 2023). From an evidence-informed policymaking perspective, organizational structures, resources, leadership, and mechanisms that facilitate interaction between evidence producers and decision-makers are also critical for translating individual expertise into evidence that can actually be used in policy processes (OECD, 2025). In the context of expert work, organizational support may therefore not only increase work effectiveness but also create the conditions necessary for expert contributions to be recognized, communicated, and utilized by decision-makers.

**Professional Commitment**

Professional commitment is an individual's psychological attachment to their profession, reflected in loyalty to professional values, dedication to work quality, and a desire to continue making the best possible contribution (Pranitasari et al., 2023). Unlike organizational commitment, which focuses on attachment to the workplace, professional commitment emphasizes an individual's identification with the profession as part of their identity (Chang et al., 2007).

Meyer et al. (1993) explain that professional commitment consists of three dimensions: affective commitment, normative commitment, and continuance commitment. Individuals with high professional commitment tend to demonstrate greater responsibility, uphold professional standards, and maintain consistent work quality (Wibowo et al., 2022).

In skill- and knowledge-intensive work, professional commitment is particularly important because professionals are expected to maintain expertise, professional integrity, and the quality of their contributions. Individuals with stronger professional commitment may consequently demonstrate higher engagement, intrinsic motivation, and commitment to producing valuable work, particularly in public organizations where professional expertise must operate alongside institutional accountability and responsibility to the public interest (Wang et al., 2020). In contemporary public services, this professional orientation is increasingly relevant because governments depend on skilled and committed public-sector professionals who are able to adapt their capabilities to complex and rapidly changing policy environments (OECD, 2023). Professional commitment can therefore be viewed as an important individual mechanism

through which expertise is translated into sustained effort and high-quality professional contributions.

**Competence on Perceived Utilization of Work Results**

Competence enables individuals to produce high-quality, relevant, and organizationally relevant work results. From a knowledge management perspective, competent individuals are better able to process information into applicable outputs that can be utilized in organizational processes. Previous research shows that competence is positively related to the effectiveness of knowledge utilization in organizations (Kianto et al., 2019; Koon et al., 2020). Based on this argument, it can be assumed that competence has a positive effect on perceived utilization of work results (H1).

**Organizational Support on Perceived Utilization of Work Results**

Organizational support provides resources, legitimacy, and a work environment that enables individuals to make optimal contributions. From an organizational support theory perspective, when employees perceive that the organization values their contributions and cares about their well-being, they tend to exhibit higher work motivation, engagement, and performance as a form of social reciprocity (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). Furthermore, supportive organizations tend to create a work environment that is more open to the utilization of employee knowledge and contributions, due to the availability of resources, leadership support, and a work culture that encourages the productive use of work results (Armstrong & Taylor, 2020; Prysmakova & Lallatin, 2021). Thus, it is suspected that organizational support has a positive effect on the perception of work result utilization (H2).

**Competence and Professional Commitment**

Individuals with high competence generally have a stronger sense of professional self-confidence, which strengthens their professional identity and commitment to their profession. Competence enables individuals to feel capable of carrying out professional roles effectively, which ultimately increases professional commitment. From the perspective of self-efficacy and occupational commitment, individuals who possess the ability, skills, and confidence in their professional competence tend to demonstrate a stronger commitment to their profession because they feel capable of meeting job demands and professional standards (Lee et al., 2000; Meyer et al., 1993). Empirical research also shows that professional competence is positively correlated with professional commitment, as individuals who feel competent tend to have higher professional identification, job satisfaction, and professional loyalty (Yousaf et al., 2013). Based on these arguments, it can be hypothesized that competence has a positive effect on professional commitment (H3).

**Organizational Support for Professional Commitment**

Organizational support can increase professional commitment because individuals who receive support feel more confident, motivated, and have a greater sense of responsibility for their profession. Organizational support also helps individuals develop their professional skills, thereby strengthening their professional identity and commitment to their profession.

Research shows that organizational support positively influences professional commitment. Kurtessis et al. (2017) found that organizational support increases an individual's commitment to their work. Furthermore, Caesens dan Stinglhamber (2016) stated that individuals who feel supported by their organization demonstrate higher levels of professional commitment. Therefore, it can be assumed that organizational support influences professional commitment (H4).

**Professional Commitment to Perceived Utilization of Work Results**

Individuals with high professional commitment tend to demonstrate greater responsibility for

work quality, maintain professional standards, and make more valuable contributions to the organization (Chang et al., 2007; Meyer et al., 1993). In skill-based jobs, professional commitment is also associated with higher work engagement and quality orientation, thereby increasing the likelihood that work results will be utilized by the organization (Lee et al., 2000). Therefore, it can be assumed that professional commitment has a positive effect on perceived utilization of work results (H5).

**Competence to Perceived Utilization of Work Results through Professional Commitment**

Competence can increase professional commitment because individuals who feel capable of carrying out their professional roles effectively tend to have a stronger attachment to their profession (Lee et al., 2000; Meyer et al., 1993). High professional commitment, in turn, encourages individuals to maintain the quality of their work results and make more valuable contributions to the organization (Chang et al., 2007). Thus, professional commitment is suspected to mediate the influence of competence on the perception of the utilization of work results. Therefore, it can be assumed that professional commitment mediates the influence of competence on the perception of the utilization of work results (H6).

**Organizational Support on Perceived Utilization of Work Results through Professional Commitment**

Organizational support can enhance professional commitment because individuals who feel valued and supported by the organization tend to exhibit a stronger attachment to their profession as a form of social reciprocity (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). High professional commitment further encourages individuals to maintain the quality of their work results and make more valuable contributions to the organization (Chang et al., 2007; Meyer et al., 1993). Thus, professional commitment is suspected to mediate the effect of organizational support on perceived utilization of work results. Therefore, it can be assumed that professional commitment mediates the effect of organizational support on perceived utilization of work results (H7).

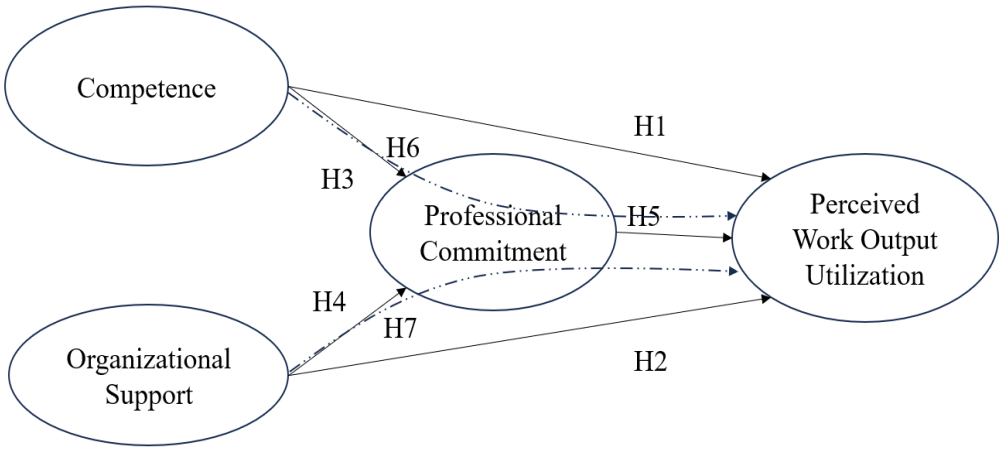



Figure 1. Research model

## 3. Methods

**Sample and Procedures**

This study used a quantitative approach with an explanatory research design to examine the relationship between competence, organizational support, professional commitment, and perceived utilization of work results. The study population consisted of experts working within

the Indonesian House of Representatives (DPR RI) as part of the legislative institutional support system. A sample of 150 respondents was selected using purposive sampling, with the criteria being experts actively carrying out professional support functions. This sample size was deemed sufficient for PLS-SEM analysis (Hair et al., 2021).

**Measurement**

This study involved four constructs: competence, organizational support, professional commitment, and perceived utilization of work results. All constructs were measured using items adapted from established literature and adjusted to the context of expert work in a legislative institution.

Competence was measured using 8 items adapted from Armstrong & Taylor (2020); Hislop et al. (2018), covering professional knowledge, skills, analytical ability, and adaptability. An example item is, "I have the professional knowledge and skills required to perform my work effectively."

Organizational support was measured using 10 items adapted from Rhoades & Eisenberger (2002), reflecting respondents' perceptions of organizational recognition, resource support, and a supportive work environment. An example item is, "The organization provides the support and resources I need to perform my work effectively."

Professional commitment was measured using 6 items adapted from Meyer et al. (1993), reflecting individuals' psychological attachment to and identification with their profession. An example item is, "I feel a strong sense of attachment to my profession."

Perceived utilization of work results was measured using 10 items adapted from Kianto et al. (2019) and contextualized to capture respondents' perceptions of the extent to which their work outputs were used and contributed to organizational processes and decision-making. An example item is, "The results of my work are utilized in organizational decision-making". All items were assessed using a five Likert scale, ranging from [1 = strongly disagree] to [5 = strongly agree].

**Data analysis technique**

Data were analyzed using PLS-SEM with the help of SmartPLS. The analysis was conducted through measurement model evaluation to test construct validity and reliability, and structural model analysis to examine the relationships between variables and research hypotheses. Mediation testing was conducted to analyze the role of professional commitment as an intervening variable (Hair et al., 2022).

## 4. Results and Implications

This study involved 150 expert staff members of the Indonesian House of Representatives (DPR RI). The data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS. Following the two-step evaluation procedure recommended for PLS-SEM, the analysis was conducted by first assessing the measurement model and subsequently evaluating the structural model (Hair & Alamer, 2022). The mediation effects were further examined based on the significance of the specific indirect effects (Hair et al., 2026).

**Measurement Model Assessment**

The measurement model was assessed prior to evaluating the structural relationships among the constructs. Following the PLS-SEM evaluation procedure, the assessment focused on indicator loadings, discriminant validity, convergent validity, and internal consistency reliability.

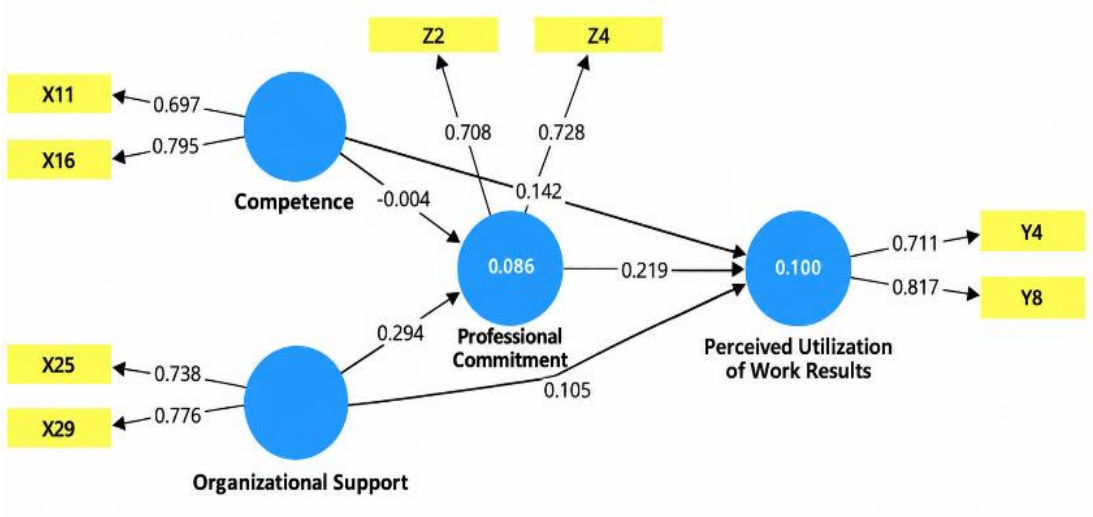



Figure 2. Measurement and Structural Model

Figure 2 presents the final PLS-SEM model, including the outer loadings of the retained indicators and the path coefficients among the latent constructs. The outer loading values ranged from 0.697 to 0.817. Specifically, the indicators of Competence had loadings of 0.697 (X11) and 0.795 (X16); Organizational Support had loadings of 0.738 (X25) and 0.776 (X29); Professional Commitment had loadings of 0.708 (Z2) and 0.728 (Z4); and Perceived Utilization of Work Results had loadings of 0.711 (Y4) and 0.817 (Y8). Overall, the retained indicators demonstrated adequate associations with their respective constructs.

Table 1. Cross-Loadings of the Measurement Model

| Indicator | Organizational Support | Professional Commitment | Competence | Perceived Utilization of Work Results |
|---|---|---|---|---|
| X11 | 0.041 | −0.007 | 0.697 | 0.123 |
| X16 | 0.179 | 0.064 | 0.795 | 0.127 |
| X25 | 0.738 | 0.232 | 0.138 | 0.112 |
| X29 | 0.776 | 0.213 | 0.098 | 0.175 |
| Y4 | 0.153 | 0.168 | 0.110 | 0.711 |
| Y8 | 0.141 | 0.220 | 0.144 | 0.817 |
| Z2 | 0.193 | 0.708 | 0.008 | 0.197 |
| Z4 | 0.228 | 0.728 | 0.051 | 0.170 |

Source: Primary data processed using SmartPLS.

Discriminant validity was subsequently examined using the cross-loading criterion. As shown in Table 1, each indicator exhibited its highest loading on its intended construct compared with its loadings on the other constructs. For example, X11 and X16 loaded most strongly on Competence, X25 and X29 on Organizational Support, Z2 and Z4 on Professional Commitment, and Y4 and Y8 on Perceived Utilization of Work Results. These results indicate that the indicators were empirically distinct across the four constructs.

Following the assessment of indicator loadings and discriminant validity, convergent validity and internal consistency reliability were evaluated using the Average Variance Extracted (AVE) and Composite Reliability (CR), respectively.

DOI: https://doi.org/10.36406/jemi.v35i2.472

Table 2. Average Variance Extracted and Reliability

| Variable | Average variance extracted | Reliability |
|---|---|---|
| Organizational Support | 0.574 | 0.729 |
| Professional Commitment | 0.516 | 0.780 |
| Competence | 0.559 | 0.716 |
| Perceived Utilization of Work Output | 0.586 | 0.738 |

Source: Primary data processed using SmartPLS.

As presented in Table 2, the AVE values ranged from 0.516 to 0.586, all exceeding the recommended threshold of 0.50. This indicates that each construct explained more than half of the variance in its indicators, thereby establishing convergent validity. The composite reliability values ranged from 0.716 to 0.780, exceeding the recommended threshold of 0.70 and indicating acceptable internal consistency reliability. Taken together, the results support the adequacy of the measurement model for subsequent structural model assessment.

**Structural Model Assessment**

Following the assessment of the measurement model, the structural model was evaluated to examine the hypothesized relationships among competence, organizational support, professional commitment, and perceived utilization of work results. The significance of the structural paths was assessed based on the path coefficients (β), t-statistics, and p-values obtained through the bootstrapping procedure.

Table 3. Structural Model and Hypothesis Testing

| | Original sample (O) | T statistics (\|O/STDEV\|) | P values | Description |
|---|---|---|---|---|
| Organizational Support → Professional Commitment | 0.294 | 3.114 | 0.002 | Significant |
| Organizational Support → Work Output Utilization | 0.105 | 0.982 | 0.326 | Not Significant |
| Professional Commitment → Work Output Utilization | 0.219 | 2.156 | 0.031 | Significant |
| Competence → Professional Commitment | -0.004 | 0.032 | 0.974 | Not Significant |
| Competence → Work Output Utilization | 0.142 | 1.370 | 0.171 | Not Significant |

Source: Primary data processed using SmartPLS.

The structural model results indicate that competence did not have a significant effect on perceived utilization of work results (β = 0.142, t = 1.370, p = 0.171); therefore, H1 was not supported. Organizational support also did not have a significant direct effect on perceived utilization of work results (β = 0.105, t = 0.982, p = 0.326), indicating that H2 was not supported. Similarly, competence did not significantly affect professional commitment (β = −0.004, t = 0.032, p = 0.974); therefore, H3 was not supported.

In contrast, organizational support had a positive and significant effect on professional commitment (β = 0.294, t = 3.114, p = 0.002), supporting H4. Professional commitment also had a positive and significant effect on perceived utilization of work results (β = 0.219, t = 2.156, p = 0.031), supporting H5. Thus, among the direct predictors of perceived utilization of work results

examined in the model, professional commitment was the only construct with a statistically significant direct relationship.

Mediation Analysis

The mediating role of professional commitment was subsequently examined by assessing the significance of the specific indirect effects. The mediation analysis focused on whether professional commitment transmitted the effects of competence and organizational support on perceived utilization of work results.

Table 4. Specific Indirect Effects and Mediation Testing

| Hypothesis | Indirect Relationship | β | t-value | p-value | Decision |
|---|---|---|---|---|---|
| H6 | Competence → Professional Commitment → Perceived Utilization of Work Results | −0.001 | 0.031 | 0.975 | Not supported |
| H7 | Organizational Support → Professional Commitment → Perceived Utilization of Work Results | 0.064 | 1.534 | 0.125 | Not supported |

Source: Primary data processed using SmartPLS.

The indirect effect of competence on perceived utilization of work results through professional commitment was not statistically significant (β = −0.001, t = 0.031, p = 0.975). Therefore, professional commitment did not mediate the relationship between competence and perceived utilization of work results, and H6 was not supported.

Similarly, the indirect effect of organizational support on perceived utilization of work results through professional commitment was not statistically significant (β = 0.064, t = 1.534, p = 0.125). Thus, professional commitment did not mediate the relationship between organizational support and perceived utilization of work results, and H7 was not supported.

Overall, the results show that organizational support was positively associated with professional commitment, while professional commitment was positively associated with perceived utilization of work results. However, neither competence nor organizational support showed a statistically significant direct effect on perceived utilization of work results, and the indirect effects through professional commitment were also not statistically significant.

**Discussion**

The research findings indicate that competence does not significantly influence the perception of work product utilization. This finding indicates that the technical, analytical, and professional abilities of experts do not necessarily directly determine whether their work products are utilized by the organization. In the complex context of public organizations, the utilization of work products is influenced not only by the quality of output but also by institutional factors, decision-making dynamics, and the needs of users of the work products (Boswell & Smith, 2017; Koon et al., 2020). Therefore, high competence does not necessarily guarantee that work products will be optimally utilized.

This study also found that organizational support did not significantly influence the perception of work product utilization. This finding suggests that even if the organization provides support in the form of resources, the work environment, or institutional attention, this does not necessarily directly increase the perception that work products are utilized. In public organizations, the utilization of work products can be influenced by bureaucratic processes, communication patterns, and the relationship between information providers and decision-makers.

Furthermore, competence had no significant effect on professional commitment. These results indicate that professional engagement among experts is not solely determined by their technical skills. Professional commitment can also be influenced by other factors such as work experience, professional identity, the work environment, and perceptions of the value of the profession itself (Lee et al., 2000).

Conversely, organizational support has been shown to have a positive effect on professional commitment. These results align with organizational support theory, which explains that individuals who feel valued and supported by their organization tend to demonstrate higher levels of loyalty and professional engagement (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). In the context of experts, organizational support appears to play a crucial role in fostering a sense of security, appreciation, and commitment to the profession.

The main finding of this study indicates that professional commitment positively influences the perception of the utilization of work results. This means that experts with strong professional engagement tend to produce more relevant, high-quality, and valuable contributions to the organization. These results support the view that professional commitment drives individuals to maintain work quality and ensure their contributions provide tangible benefits (Meyer et al., 1993; Chang et al., 2007).

This finding is consistent with (Pranitasari et al., 2019), who reported that higher levels of work engagement encourage individuals to make stronger contributions and improve organizational effectiveness.

However, professional commitment was not shown to mediate the influence of competence or organizational support on perceived utilization of work outcomes. This suggests that while professional commitment plays a significant direct role, the mediation mechanism in this model is not strong enough to explain the indirect relationship between the variables. Other factors may be more dominant, such as organizational culture, institutional communication, or users' perceptions of the relevance of work outcomes.

Overall, this study confirms that in the context of knowledge-based public organizations, utilization of work outcomes is not solely dependent on technical competence or organizational support, but is strongly influenced by individual professional commitment as a driver of the quality of work contributions.

## 5. Conclusion

This study analyzes the influence of competence, organizational support, and professional commitment on the perception of the utilization of expert staff's work results within the Indonesian House of Representatives (DPR RI). The results indicate that competence and organizational support do not have a significant direct effect on the perception of utilization of work results. Furthermore, competence was also not shown to have a significant effect on professional commitment. Conversely, organizational support was shown to have a positive effect on professional commitment, and professional commitment had a positive effect on the perception of utilization of work results.

These findings suggest that in the context of knowledge-based public organizations, the quality of utilization of work results is not solely determined by an individual's technical ability or direct organizational support, but rather by the individual's professional attachment to their work. Professional commitment is a crucial factor that motivates individuals to maintain the quality of their contributions and ensures that their work results provide value to the organization. This research provides practical implications that efforts to improve the effectiveness of the utilization of expert work results cannot be achieved solely through strengthening technical competencies but also require support from an organizational

environment capable of fostering professional commitment. This research also has limitations because it focused only on a single public organization context, so generalizations of the results should be made with caution. Future research is recommended to consider other variables such as organizational culture, institutional communication, or the perceptions of users of work results that could potentially influence the utilization of work results.

**Limitations**

This study has several limitations that should be considered when interpreting the results. First, the study was conducted only with experts within the Indonesian House of Representatives (DPR RI), thus limiting the generalizability of the results to other public organizations with different institutional characteristics. Second, this study used a quantitative, survey-based approach with respondent perception data, thus potentially exposing the public to common method bias and subjectivity in perception. Third, the research model focused solely on competence, organizational support, and professional commitment, while other factors such as organizational culture, institutional communication, leadership, and user perceptions of work results also have the potential to influence the utilization of work results.

Therefore, future research is recommended to expand the research context to other public organizations, employ a mixed methods approach to gain a deeper understanding, and incorporate additional relevant variables to produce a more comprehensive model.

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## Declarations

**Funding**
*The authors received no financial support for the research and publication of this article.*

**Conflicts of interest/ Competing interests**:
The authors have no conflicts of interest to declare that are relevant to the content of this article.

**Data, Materials and/or Code Availability:**
Data sharing is not applicable to this article as no new data were created or analyzed in this study.

### Publisher's Note

Sekolah Tinggi Ilmu Ekonomi Indonesia Jakarta (STEI Press) remains neutral with regard to jurisdictional claims in published maps and institutional affiliations

DOI: https://doi.org/10.36406/jemi.v35i2.472

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