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Expectations and Work Culture As Predictors of Employee Performance: A Case Study of Outsourcing at Dr. M. Djamil General Hospital In Padang

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Abstract: This study aims to determine the extent to which expectations and work culture influence the performance of outsourcing employees at M. Djamil General Hospital. A quantitative approach was used in this study by distributing questionnaires to a sample of 84 employees. The analysis tool used in this study was SPSS with a multiple linear regression research method. The results of this study indicate a positive and significant influence of expectations on performance. Work culture has a positive and significant effect on the performance of outsourcing employees at M. Djamil General Hospital, Padang City. Expectations and work culture together have a significant influence on the performance of outsourcing employees at M. Djamil Padang General Hospital.

Keywords: Expectations, Work Culture, Performance.

INTRODUCTION

Private companies, state-owned enterprises (SOEs), regional government-owned enterprises (BUMD), and government agencies have widely used outsourcing services to quickly obtain a workforce with the skills needed and in demand. Law No. 6 of 2023 (Job Creation Law) defines outsourcing as the transfer of part of a job to another company (outsourcing company) through a written agreement.

Outsourcing is chosen by government agencies to meet employee needs, one of which is at the Dr. M. DJAMIL Central General Hospital (RSUP) in West Sumatra, Padang City. RSUP Dr. M. Djamil Padang City uses outsourcing from PT. Kuwera and the M. Djamil Employee Cooperative (KPRI) to fill several fields, such as Installation Clerks, Waiters, Technicians and Drivers. Details of each of these fields can be seen in Table 1 below:

Table 1. Number of Outsourcing Personnel at Dr. M. Djamil General Hospital, Padang City in 2025

No	Outsourcing Provider	Field	Year 2025
1	KPRI M. Djamil	Installation Attendant	28
2		Waiter	51
3		Technician	3
4		Driver	2
5	PT. Kuwera	Installation Attendant	11
6		Tax	1
TOTAL			96

Source: HR Department of M. Djamil General Hospital (2025)

Table 1 explains the number of outsourcing employees provided by KPRI M. Djamil in 2025, amounting to 84 (eighty-four) spread across the fields of installation attendants, waiters, technicians and drivers. PT. Kuwera provides outsourcing employees in the field of installation attendants and taxes, with a total of 12 employees. The decision to use this outsourcing is expected to save costs (Khairani, 2012) from RSUP Dr. M. Djamil Padang City. This outsourcing certainly needs to be seen in terms of performance. Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2017). This performance has dimensions as measurements, namely: work quality (how well the work is done), work quantity (how much work is done in a day), task implementation (how accurately the task is completed), and responsibility for work (awareness of obligations) (Mangkunegara, 2017).

The performance of each field such as installation attendants are responsible for preparing and cleaning equipment, assisting with patient care, delivering materials and examination results, and maintaining the cleanliness of the work environment according to the direction of the leader, waiters are responsible for delivering food to patients from the nutrition installation, technicians have duties related to the installation, configuration, maintenance, and repair of various equipment and systems, and the driver field has the responsibility of picking up and dropping off patients, staff, and goods safely and on time, as well as maintaining the condition of the vehicle. These duties include routine inspections, basic maintenance, vehicle cleanliness, to reporting damage and the availability of basic medical equipment. The performance of each of these fields certainly needs to be seen and evaluated.

The performance evaluation results for each sector from 2021 to 2025 found that outsourcing employees under the auspices of KPRI M. Djamil were predominantly rated as quite good. This fairly good rating certainly requires improvement. This performance improvement can be achieved through several variables, including expectations and work culture. Expectancy is a theory that states that the intensity of a tendency to act in a certain way depends on the intensity of the expectation that the performance will be followed by a certain outcome and on the attractiveness of the outcome to the individual (Vroom, 1964). The three dimensions of expectation (Vroom, 1964) are: 1. Each individual believes that if he or she behaves in a certain way, he or she will obtain a certain outcome. This is called an outcome expectancy, as a person's subjective assessment of the likelihood that a certain outcome will arise from that person's actions. 2. Each outcome has value or attractiveness to a certain person. This is called valence, as the value that people assign to an expected outcome. 3. Each outcome is related to a perception of how difficult it is to achieve that outcome. This is called effort expectancy, the possibility that one's effort will result in the achievement of a particular goal.

This expectation variable has been studied by previous researchers with the title The Role of Performance Expectations and Effort Expectations of Technology Use in Mediating the Effect of Work From Home on Employee Performance at Archipelago International Bali, obtaining results that expectations have a positive and significant effect on performance (Kurniawan, Sihombing, & Rucika, 2021).

The next variable is work culture. Work culture is a philosophy based on a view of life as values that become traits, habits that are also drivers that are cultivated in a group and are reflected in attitudes that become behaviour, ideals, opinions, views and actions that are manifested as work (Triguno & Supriyadi, 2009). Work culture can be divided into two dimensions (Ndraha, 2003), namely (1) attitudes towards work, namely the preference for work compared to other activities, such as relaxing, or simply getting satisfaction from the busyness of one's own work, or feeling forced to do something just for the sake of survival. (2) behaviour at work, such as being diligent, dedicated, responsible, careful, meticulous, a strong desire to learn one's duties and obligations, a liking to help fellow employees or vice versa.

Previous researchers have used work culture variables and found that work culture has a positive and significant effect on performance (Wati, Raudah, & Anjasmari, 2024). However, other studies have shown that work culture has a negative and insignificant effect on performance (Sri Handoko Budi Nugroho, Achmad Choerudin, & Winarna, 2016). This explanation of the problems described certainly sparked the author's interest in conducting further research on the variables studied.

METHOD

The quantitative method was chosen in this study to find answers or address the problems at the research site. The quantitative method in solving or answering the problems in the study used a questionnaire. The questionnaire was given to the entire population of 27 (twenty-seven) people. Populations smaller than 100 (one hundred) were then all used as samples (Arikunto, 2017). Sampling in this study used probability sampling. Probability sampling is a method of sampling that provides equal opportunities or chances (Sugiyono, 2017b).

The next step in this research, after the questionnaire was developed, was to distribute it to respondents. Respondents completed the questionnaire, and upon completion, the researcher summarised their answers. This summary of answers was used for data processing using SPSS, with a series of data processing tests: validity, reliability, classification assumptions, partial tests, simultaneous tests, coefficient of determination, and multicollinearity. Validity testing is a valid measurement seen from the statements in the questionnaire with the aim of revealing something that has been measured (Sugiyono, 2019). This validity test has a decision-making criterion by comparing the calculated r value $>$ r table where the calculated r must be above 0.3 then the variable is valid. However, if the calculated r value $<$ r table, which is less than 0.3, it means that the item has a lower relationship with other question items than the variable being studied, so the item is declared invalid (Edy Supriyadi, 2017).

After conducting the validity test and obtaining the research results, the next step is reliability testing. Reliability testing is the same measurement with the same object (Sugiyono, 2017b). The IBNI reliability testing standard uses an alpha scale (Cronbach's Alpha) by looking at several comparisons: 1. If r alpha is positive, and r alpha $>$ r table, then the item score is reliable, 2. If r alpha is negative, and r alpha $<$ r table, then the item score is not reliable. After obtaining the reliability test results, the next stage is multiple linear regression testing.

The multiple regression method is a development of simple regression because it involves more than one independent variable (Algifari, 2018). Multiple regression analysis is an analysis that stimulates the influence of two or more independent variables on an interval scale or ratio scale of the dependent variable. The multiple linear regression analysis method used by researchers is to determine the extent of the influence of independent variables (organizational culture, supervision, and job satisfaction) on the dependent variable (employee performance). Some calculation processes are not always good in analyzing the relationship between the influenced variable (dependent variable) and the influencing variable (independent variable). To obtain more focused results, researchers used SPSS for Windows. The multiple linear regression model used is:

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + e_i$$

The next test after multiple linear regression testing is the t test and the F test. The partial test, or t test, is a statistical method for testing the influence of each independent variable on the dependent variable, one by one, to determine whether the influence is individually significant (Ghozali, 2018b). If the calculated $t_{value} > t_{table}$ with a Sig value > 0.05 then the data is said to be normally distributed, and if the calculated $t_{value} < t_{table}$ with a Sig value < 0.05 then the data is said to be not normally distributed.

Simultaneous testing is the next test to answer the existing problems in the research. Statistical tests to determine whether all independent variables together have a significant influence on the dependent variable, which is carried out using the F test. If the significance value (sig.) is less than 0.05, then the hypothesis is accepted, which means there is a joint influence between the independent and dependent variables, whereas if the sig. value is greater than 0.05, then the hypothesis is rejected or there is no simultaneous influence (Ghozali, 2018a).

1. *Analysis Diagram Fishbone Chart*

Fishbone analysis, also called *cause effect* diagram, is a method used to help solve existing problems by conducting a cause-and-effect analysis of a situation in a diagram that looks like a fishbone (Ghaithi, et al, 2017). *Fishbone analysis* can identify the causes that may arise from a specific problem and then separate the root causes, also allowing to identify solutions that can help solve the problem (it can be more than one problem) (Widyahening, 2018).

2. *The House Model*

The house model is a method used in describing a dream in an organization or company into an action. *The house model* consists of a roof, pillars (pillars) and a base (foundation) (Wahyuningrum et al., 2016). The main thing that an organization needs most is an inspiring vision of the future of the organization, which is a dream with a deadline. Dreams with this time limit require pillars that can encourage their existence and achievement.

3. *Force Field Analysis (FFA)*

Force field analysis is widely used to inform decision-making. This method is used to obtain a complete and comprehensive picture of the various driving and inhibiting forces that exist in the main issues of a policy (Cordell and Thompson, 2019). *Force Field Analysis* is useful for studying situations that require change. It is based on the idea that there are two forces that face each other in an effort to change.

RESULTS AND DISCUSSION

The findings in this study begin with the results of data processing in the validity test. The level of validity can be measured by comparing the calculated r value (correlation item total correlation) with r table with the provision of degree of freedom (df) = n-2, where n is the number of samples. The criteria for assessing the validity test are the correlation number (r) calculated and then compared with the correlation number (r) in the table with an error rate of 5% and the number n = 84 - 2, then obtained r table = 0.214. If r count > r table then the instrument item is valid. The validity test in this study can be seen in table 2 below:

Table 2 Results of Validity Test on Research Variables

Variable	Indicator	r _{value}	r _{table}	Sig.	Decision
Expectation (X ₁)	X _{1.1}	.749	.200	.05	Valid
	X _{1.2}	.843			Valid
	X _{1.3}	.876			Valid
	X _{1.4}	.786			Valid
	X _{1.5}	.657			Valid
	X _{1.6}	.749			Valid
	X _{1.7}	.843			Valid

Variable	Indicator	r _{value}	r _{table}	Sig.	Decision
Work Culture (X ₂)	X _{1.8}	.876			Valid
	X _{1.9}	.786			Valid
	X _{2.1}	.836			Valid
	X _{2.2}	.898			Valid
	X _{2.3}	.871			Valid
	X _{2.4}	.803			Valid
	X _{2.5}	.836			Valid
	X _{2.6}	.898			Valid
	X _{2.7}	.871			Valid
	X _{2.8}	.803			Valid
Performance (Y)	X _{2.9}	.836			Valid
	X _{2.10}	.898			Valid
	Y.1	.888			Valid
	Y.2	.794			Valid
	Y.3	.688			Valid
	Y.4	.813			Valid
	Y.5	.656			Valid
	Y.6	.888			Valid
	Y.7	.888			Valid
	Y.8	.794			Valid

Source: Processed Data (2025)

Table 2 shows that expectations (X₁), work culture (X₂), and performance (Y) are valid. This is evident from the r value obtained > r table at a significance level of 0.05. Thus, each measuring instrument for each variable is considered effective and can be used in future research. To determine how consistently the questionnaire instrument measures the variables, a reliability test is the next step in this investigation. If respondents' answers show consistency in measurements taken periodically, the instrument is considered reliable (Ghozali, 2017). The results of the reliability test in this study can be seen in Table 3 below:

Table 3. Reliability Test Results

No	Variable	Cronbach Alpha	r _{table}	Decision
1	Expectation (X ₁)	.929	.200	Reliable
2	Work Culture (X ₂)	.967	.200	Reliable
3	Performance (Y)	.921	.200	Reliable

Source: Processed Data (2025)

Looking at table 3, the research variables obtained a Cronbach Alpha value > r table, so all research variables were declared reliable and could proceed to the next testing stage. The next test entered the multiple linear regression stage. Multiple linear regression testing is an analytical technique to predict how the condition of the dependent variable (bound variable) if one or more independent variables (free variables) are manipulated (increasing or decreasing its value), which aims to prove the existence of a functional relationship between several independent variables with one dependent variable (Sugiyono, 2017a). Multiple linear regression testing can be seen in table 4 below:

Table 4. Multiple Linear Regression Testing, t-Test and F-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	Sig.
	B	Std. Error	Beta				
1 (Constant)	-1,227	1,821		-,674	,502	151,342	.000 ^b
Expectation	,338	,070	,336	4,804	,000		
Work Culture	,511	,059	,607	8,685	,000		

Source: Processed Data (2025)

Table 4 shows the results of the multiple linear regression test as follows:

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + e_i$$

$$Y = -1,227 + 0,338x_1 + 0,511x_2 + 1,821$$

Information:

Y = Performance

X₁ = Expectation

β₀ = Constanta

X₂ = Work Culture

β = Multiple Regression Coefficient

e = Standard Error

Based on the multiple linear regression model that has been presented, the interpretation can be described as follows:

1. A constant value (β₀) of -1.227 means that if the independent variables, namely expectations (X₁) and work culture (X₂), are zero (0), then the dependent variable, namely performance (Y), has a value of 1.821.
2. The regression coefficient value of the expectation variable (X₁) of 0.338 indicates a positive or unidirectional relationship. This means that if expectations increase by 1 point, performance will increase by 0.338 points, assuming the other independent variables remain constant.
3. The regression coefficient value of the work culture variable (X₂) of 0.511 indicates a positive and unidirectional relationship. This means that every 1 point increase in work culture will increase performance by 0.511 points, assuming the other variables remain constant.

After the multiple linear regression test is explained, the next explanation concerns the partial test (t-test). The t-test can be understood as a test for each independent research variable against the dependent variable. Based on the results displayed in Table 4, expectations (X₁) have a positive and significant influence on the performance of outsourced employees at RSUP M. Djamil. This can be seen from the t-value of 4.804 > t_{table} 1.661, and a significance value of 0.000 < 0.05. These data support one of the initial hypotheses of the study, which states that performance will improve with the met expectations of each outsourced employee. Therefore, referring to these results, the management of RSUP M. Djamil needs to regularly hold meetings with outsourced employees and those responsible to listen to their expectations. The results of this study support previous research with similar results (Kurniawan et al., 2021).

Based on the partial t-test, the work culture variable (X₂) has a positive and significant influence on the performance of outsourced employees, as seen from the t_{count} value (8.685) > t_{table} (1.661) and the significance value (0.000) < 0.05. The positive regression coefficient and p-value below the significance level indicate a statistically valid relationship between the two variables, not just a coincidence, thus supporting the analysis that work culture contributes to improving employee performance. This finding is in line with previous research that found positive and significant results (Wati et al., 2024).

The final test in this study is the F test. The F test (simultaneous test) can also be understood as a joint test between independent variables and dependent variables with the aim of identifying whether the independent variables have an influence (Sugiyono, 2019). This testing process involves comparing the significance value (p-value) with the significance level (α). If the p-value shows a value $<\alpha$ (0.05), then it can be concluded that the independent variables collectively influence the dependent variable, so that the null hypothesis (H_0) is rejected. On the other hand, if the p-value $>\alpha$, then H_0 is accepted, which indicates there is no combined effect. In this study, the calculated F value was obtained at $128.447 >$ when compared to the F table value of 3.090, with a significance value of $0.000 < 0.05$. This finding indicates that expectations (X_1), and work culture (X_2) simultaneously have a significant effect on the performance of outsourcing employees at M. Djamil General Hospital.

CONCLUSION

The conclusions obtained from this study: 1. The expectations of outsourcing employees at RSUP M. Djamil have a positive and significant influence on employee performance; 2. Work culture has a positive and significant influence on employee performance; and 3. expectations and work culture (X_2), together have a significant influence on the performance of outsourcing employees at RSUP M. Djamil, Padang City.

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