

Individual, Work, and Financial Factors on Job Satisfaction and Remaining as a Midwife

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ABSTRACT

Introduction: The delivery of health services at mother and child hospitals involves the midwife's role. Midwives are more responsible for providing patient care when faced with high Bed Occupation Rate (BOR) situations and emergency cases. However, several factors can affect midwives' turnover rates in hospitals. Purpose: This study aimed to analyze the relationship between individual factors (age, marital status, education level, years of service, and employment status), work factors (workload, work environment, and work stress), and financial compensation on job satisfaction and intention to leave midwives as well as recommendations for reducing turnover rates. **Methods:** This study was conducted at the Trisna Medika Women and Children Hospital, Tulungagung, Indonesia, in April 2022. The questionnaires were distributed to 65 respondents. The research results were analyzed using the partial least squares (PLS) Structural Equation Model (SEM) method. **Results:** Individual factors had no significant effect on job satisfaction or intention to leave. The variables that directly affect the intention to leave (medium) are workload, financial compensation (strong), and job satisfaction (medium). Job satisfaction is directly affected (moderately) by financial compensation and work stress. The indirect effect shows a significant relationship between job stress and job satisfaction in the work environment. **Conclusion:** The direct effect of financial compensation on intention to leave was stronger than the effect of financial compensation on job satisfaction.

Keywords: individual, job satisfaction, midwifery profession, work

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INTRODUCTION

Quality health services can be determined based on the welfare of hospital health workers. Stress and excessive workloads can affect the welfare of health workers (Sigurdsson, 2021). The turnover rate of health workers in hospitals is affected by excessive workloads (Kjosavik, 2018). Health workers play an important role in achieving the target of the Sustainable Development Program (SDGs) 3, namely "Good Health and Well-being" (Das *et al.*,

2021). The WHO estimates that approximately 9 million additional nurses and midwives are needed to support the achievement of the SDGs by 2030 (World Health Organization, 2022).

The desire of employees to change jobs (turnover) is due to the factors that affect these employees. Almost every company has employees who desire to change their jobs. A company should not underestimate the incidence of high turnover rates. Employee performance satisfaction is a reason for someone to stay at work. When someone is dissatisfied with what a company provides, it can lead to a desire to move to another company (Wicaksono, 2022). The impact of employee turnover influences finances because companies

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need to recruit new employees, which requires more budget than planned. In addition, new employees also need training; therefore, companies need more training budgets. In addition, a high rate of human error, such as not having mastered the scope of work and good work techniques for new employees, can affect a company's work ethics (Ardan and Jaelani, 2021). Several factors increase hospital turnover, including conflict with colleagues, workload, job mismatch, feeling unappreciated, getting a more promising job, lack of compensation, personal problems, low job satisfaction, and lack of leadership or management-style workplaces (Maulidah, Ali and Pangestuti, 2022). Job stress and satisfaction are important factors that affect labor productivity. To achieve high-quality medical services, hospitals must maintain high levels of job satisfaction among healthcare workers (Kabbash *et al.*, 2020).

One of the professions that work in hospitals is midwifery, especially in women and children's hospitals. Midwives' desire to work is related to other professions, such as doctors and nurses. The midwife's work role will also differ in public and private hospitals because it is related to policy. (Hastings-Tolsma *et al.*, 2021). Midwives play an important role in primary care to save the mother's life, so it is necessary to pay attention to the quality of midwifery care (Khosravi *et al.*, 2022).

National and provincial midwife turnover rates have not been discussed much in recent literature. As many as 202 people, consisting of 88 nurses and midwives, were involved in the research at the Malang Regional Hospital at the end of 2015. X Hospital Malang had a nurse and midwife turnover of 39% in 2015 (Hardjanti, Noermijati and Dewanto, 2017). The turnover rate for midwives at Trisna Medika Mother and Children Hospital, Tulungagung, Indonesia, has always increased every year: 16.3% in 2018, 18.1% in 2019, and 20.4 in 2020 (Trisna Medika Hospital Human Resource Unit Data, 2020). This has a negative impact on service quality and costs quite a lot from the recruitment process to the orientation of new employees.

Based on this, this study aimed to determine the effect of individual factors, work factors, and financial compensation on the intention to leave and job satisfaction of midwives at Trisna Medika Mother and Children Hospital, Tulungagung, Indonesia.

METHODS

This study was approved by the Anwar Medika General Hospital (approval number: 980). RSAM/IV/2022. This is an analytical research with a cross-sectional design. Data were collected in April 2022. The total study population included 85 midwives. The inclusion criteria in this study were all midwives who worked at Trisna Medika Mother and Children Hospital with a minimum working period of six months, and all midwives who were willing to be respondents. The exclusion criteria were midwives who held certain positions in the organizational structure at the Trisna Medika Mother and Children Hospital, midwives who did not provide midwifery care, and midwives who were unable to attend at the time of data collection. The number of samples was determined using the Lemeshow formula, with a degree of confidence of 95% and an error rate of 5%.

Based on the results of the sample inclusion and exclusion criteria, 65 respondents were obtained from each unit, namely, the emergency room, outpatient care, delivery room, operating room, postpartum room, and perinatology room. Simple random sampling was used in this study. The independent variables studied were age, educational level, years of service, employment status, marital status, workload, work stress, work environment, and financial compensation. The dependent variables were job satisfaction and intention to leave. The questionnaire was first tested for validity and reliability and was declared valid and reliable. A validity test was carried out using the Pearson Product Moment, and a reliability test was carried out using Cronbach's alpha. The duration of completing the questionnaire was 30

Table 1. AVE Test Results for Work Environment, Workstress, Workload, Financial Compensation, Job Satisfaction, and Intention to Leave

Variable	AVE
Intention to Leave	0.78
Job Satisfaction	0.62
Financial Compensation	0.71
Workload	0.78
Work Environment	0.85
Work Stress	0.72

Source: Primary Data

min. The questionnaire was measured by filling out demographic variables using a Likert scale.

Data were collected by distributing questionnaires in the form of a list of questions that were given alternative answers to be filled in by respondents. Data analysis used the partial least squares (PLS) Structural Equation Model (SEM) method using SmartPLS software.

There were several invalid indicators with outer loadings of less than 0.7, including employment status, years of service, level of education, and age. Meanwhile, some paths were not significant with a t-statistic value of less than 1.96 when viewed from the path, such as individual variable paths to job satisfaction, individual variable paths to intention to leave, and several other pathways. All outer loadings in the measurement of each variable were above 0.7.

The results of the Average Variable Extracted (AVE) assessment met the Discriminant Validity test. Average Variable Extracted (AVE) is greater than the correlation value between latent variables. If all composite reliability values are greater than 0.7, the composite reliability value is fulfilled, and all indicators can be used as a measure of their respective constructs.

RESULT

According to Table 2, the respondents in this study were 27 (42%) aged between 28 and 32 years, 28 (58%) married, 37 (57%) with a diploma education level, 25 (38%) 13 to 60 months of service, and 26 (40%) working contract status.

Individual factors have no significant effect on job satisfaction and intention to leave, with a t-statistic <1.96. The variables that directly affected the intention to leave (medium) were the workload variable with a t-statistic of 2.5 ($p=0.01$, $OR=0.26$), financial compensation (strong) with a t-statistic of 3.50 ($p=0.00$, $OR=0.405$), and job satisfaction variable (medium) with a t-statistic of 2.04 ($p=0.04$, $OR=0.26$). Job satisfaction was directly affected (moderately) by financial compensation with a t-statistic of 5.97 ($p=0.00$, $OR=0.48$) and work stress with a t-statistic of 2.09 (moderate) ($p=0.03$, $OR=0.21$). The indirect effect shows that there is a significant relationship between the work environment and job stress and job satisfaction, with a t statistic of 2.01 ($p=0.04$, $OR=0.158$). The most dominant factors influencing intention to leave

include job satisfaction, financial compensation, and workload, as shown in Table 3.

Figure 1 shows a fit model from the analysis of variable influence. Workload, work environment, work stress, and financial compensation on job satisfaction and intention to leave. It can be seen that by eliminating one variable, namely the individual factor variables, all indicators on all variables are valid with outer loading values above 0.7, the paths in the fit model are significant, and the level of influence can be seen through the parameter coefficients.

DISCUSSION

Based on the results, the respondents in this study were mostly aged between 28 and 32 years, married, had a diploma education level, 13 to 60 months of service, and working contract status. This age is included in the productive age of the field of work. Other studies have found that age is

Table 2. Characteristics of Respondents at Trisna Medika Mother and Children Hospital 2022

Characteristics	n	%
Age		
22-27 years old	7	11%
28-33 years old	27	42%
34-39 years old	26	39%
40-45 years old	3	5%
6-51 years old	2	3%
Marital Status		
Not Married Yet	24	37%
Married	38	58%
Single Parent	3	5%
Educational Status		
Diploma	37	57%
Bachelor	28	43%
Duration of Work		
6-30 months	20	31%
31-55 months	25	38%
>55 months	20	31%
Employment Status		
Internship	20	31%
Contract	26	40%
Permanent Employees	19	29%

Source: Secondary Data from Trisna Medika Mother and Children, Tulungagung 2022

related to work experience and is ultimately related to job satisfaction (Hansson *et al.*, 2022). This is advantageous because of the specific challenges faced by older nurses and midwives, as identified in previous studies. Physical barriers, fatigue, differences in treatment, lack of respect, and lack of educational or promotional opportunities are experienced by midwives who are elderly or have long working hours (Denton, Evans and Xu, 2021). Harvie *et al.* (2019) found that almost half of 1037 midwives had considered leaving the profession in the previous six months (Harvie, Sidebotham and Fenwick, 2019). This can be related to employment status such as contract status.

After assessing these characteristics, testing was performed using SmartPLS. The results reveal the relationship between the variables directly and indirectly, as well as the total effect. The relationships between the variables are described in the following discussion.

Individual factor variables did not affect job satisfaction for midwives at the Trisna Medika Mother or Children’s Hospital. These results are in contrast with the research by Moradali *et al.* (2022) in Iran. Marital status, age, income, salary, organizational position, education, employment status, interest in education, and the workplace were associated with increased job satisfaction. Decreased

Table 3. Results of Testing the Total Effect on the Fit Model for Work Environment, Workstress, Workload, Financial Compensation, Job Satisfaction, and Intention to Leave

Total Impact	Parameter Coefficient	p-value	Status	Influence Impact
Job Satisfaction → Intention to Leave	0.25	0.04	Significant	Medium
Financial Compensation → Intention to Leave	0.52	0.00	Significant	Strong
Financial Compensation → Job Satisfaction	0.48	0.00	Significant	Medium
Workload → Intention to Leave	0.26	0.01	Significant	Medium
Work Environment → Intention to Leave	0.04	0.22	Not Significant	
Work Environment → Job Satisfaction	0.15	0.04	Significant	Weak
Work Environment → Work Stress	0.74	0.00	Significant	Strong
Work Stress → Intention to Leave	0.05	0.21	Not Significant	
Work Stress → Job Satisfaction	0.21	0.03	Significant	Medium

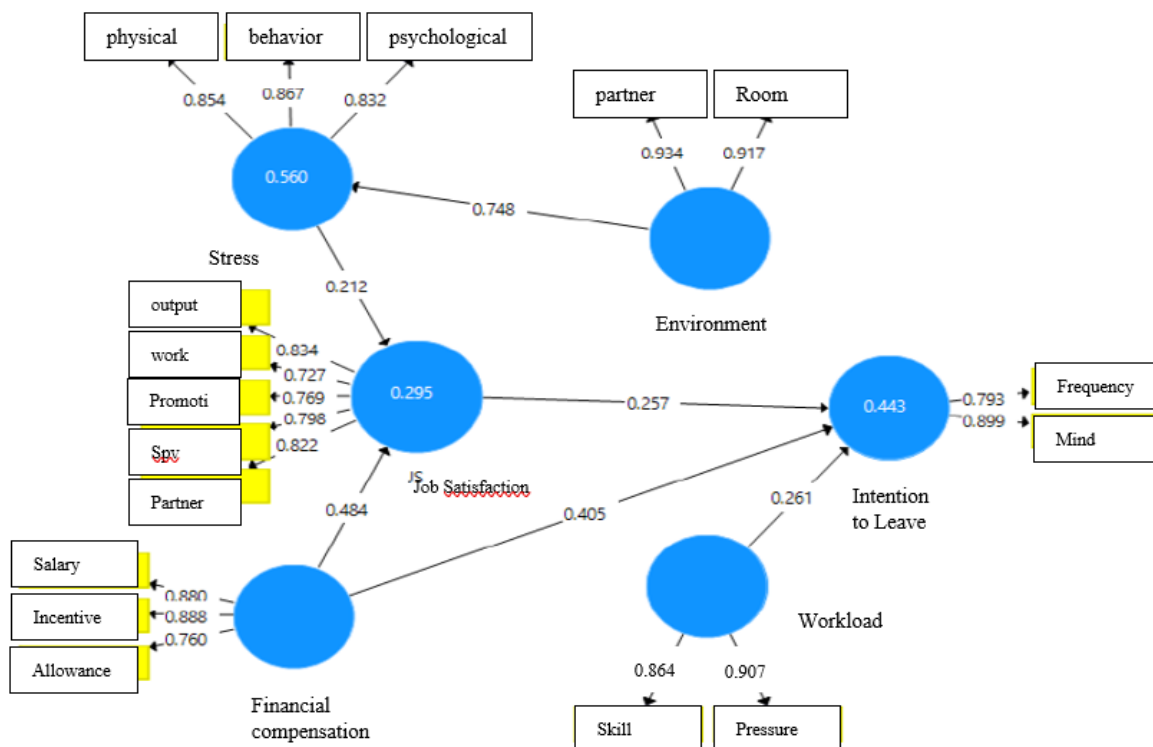


Figure 1. Fit Model from the Analysis of Variable

job satisfaction can occur because of tension in the workplace environment (Moradali *et al.*, 2022). Research conducted by Rachmawati, Mulwaningsih, and Susilowati (2019) states that there is a significant influence between the individual characteristics of employees on job satisfaction in the hospital. This research is in line with research conducted by Simanjuntak, Simanjorang, and Amirah (2021), which found that gender, age, education level, career path, and marital status were not related to job satisfaction in nurses. According to Putra (2017), there is another reason employees are satisfied with their jobs, coworkers, career development, wages, and supervision: long-term employees believe that the facilities provided and organizational conditions at the hospital are what is expected. Controlling for job satisfaction can also minimize the number of employees who intend to leave their jobs.

Heavy workloads can affect job satisfaction. A disproportionate workload can cause feelings of stress and job dissatisfaction (Barahama, Katuuk and Oroh, 2019). Stress can cause a decrease in work performance and work efficiency, resulting in decreased productivity at work (Lestari and Mujiati, 2018). Employees who experience stress can experience nervousness to the point of feeling chronic worry, which has an impact on their attitudes and makes them angered, aggressive, and unwilling to cooperate (Sumual, 2017). Midwives who avoid work-related stress problems tend to be more productive; thus, job satisfaction can be achieved. A pleasant work environment can improve employee performance, so that employees will work with passion and become more serious (Abdillah, 2017). The majority of midwives working at Trisna Medika mothers and children stated that their work environment was very good. One of the conditions that can improve the state of the workload is not only internal. The pandemic situation is also related. The COVID-19 pandemic has increased midwives' stress. The long-term impact of this problem has a negative correlation with job satisfaction. Workload increased, job satisfaction decreased, and the level of work stress decreased in both groups of midwives. Job decline can occur because of tensions in the workplace satisfaction environment (Jasiński, Derbis and Walczak, 2021).

Financial compensation was found to affect job satisfaction. The higher the incentives provided by the company, the higher the level of employee job satisfaction. The lower the incentives, the lower the job satisfaction of employees. The purpose

of providing incentives is to improve employee performance and productivity, and increase job satisfaction. In Ethiopia, incentive issues are also a problem. Delays in monthly salaries, a lack of additional incentives, and other factors account for high staff turnover and levels of job dissatisfaction (Muluneh *et al.*, 2022). If the provision of compensation is fulfilled, job satisfaction will increase (Rahman, Purwanti and Yustini, 2019). Good relationships with supervisors and opportunities for training can improve the quality of health workers in healthcare facilities (Abate and Mekonnen, 2021).

The older a person is, the less likely they are to leave their job. This is partly because they have fewer employment alternatives. Age and work experience are associated with both work environmental factors and job satisfaction (Hansson *et al.*, 2022). A person affects their work performance. Physical component scores decreased with age. If nurses have better health and behavioral indices, they will tend to have higher scores. However, the mental well-being scores increased with age. The likelihood of the intention to leave decreases with increasing mental well-being (Perry *et al.*, 2017). Other studies have found that the age of the youngest child and days off during the year affect burnout and intention to leave (Stoll and Gallagher, 2019).

The feeling of wanting to leave the workplace can be caused by many demands; a large work volume and high work speed can cause prolonged fatigue. The high workload of midwives can cause work to not be completed on time. (Sakul, 2018). Higher workloads can cause fatigue, and the intention to change jobs is demanding. Work stress has a positive and significant effect on turnover intention rate. Several factors appear to influence the causes of stress, including numerous demands from superiors, a high workload, complaints from the patient's family, and an atmosphere and work environment that demands more serving patients (Deswarta and Mardiansah, 2021).

Employee turnover is affected by the number of incentives that are received. In addition to meeting economic needs, incentives also reflect managers' appreciation for the work of employees. This is in line with the research conducted by Silaban and Syah (2018), which states that financial compensation has an effect on turnover intention. Satisfaction with financial rewards is significantly related to intention to stay (HakemZadeh *et al.*, 2021). Factors contributing to their intention to stay include

employment status as permanent employees, regular salary payments, educational opportunities, funding for post-primary programs, good accommodations, promotions, employment opportunities for husbands, and accommodations for families (Adegoke *et al.*, 2015).

Job satisfaction is a person's assessment of how satisfied or dissatisfied he/she is with the job he/she is doing. An employee will feel satisfied with their work if it meets their expectations and follows their work goals. If his expectations were met, he would be satisfied. On the other hand, if his expectations are not met, he will not feel satisfied, so the feeling of moving from his current job is also increasing (Sinaga, 2020). Employee satisfaction plays an important role in a company's success; high employee satisfaction reduces employee turnover rates and can increase employee morale (Zhang *et al.*, 2018). Research by Piotrowski *et al.* (2022) found that a quarter of all respondents reported high turnover intention, and a similar proportion reported low job satisfaction (Piotrowski *et al.*, 2022).

Financial compensation has a direct effect on midwives' turnover intentions without being preceded by job satisfaction. Financial compensation has important benefits and goals, so if it cannot meet the needs of midwives, this can lead to midwives' desire to leave the hospital where they work. The better the financial compensation received, the lower the midwives' intention to leave the company (Mahadewi and Rahyuda, 2020). If financial compensation improves and job satisfaction increases, midwives' turnover intention rate will also be lower (Agustin, 2018).

CONCLUSION

Variables that do not affect job satisfaction include individual variables, workload, and the work environment. Work stress and financial compensation are two factors that influence the turnover incidence of job satisfaction in midwives at Trisna Medika Mother and Child. Variables that do not affect the intention to leave include individual factors, work stress, and the work environment. Variables that influence the intention to leave include workload, financial compensation, and job satisfaction. The job satisfaction variable was empirically unable to mediate the indirect effect of financial compensation on intention to leave, while the job satisfaction variable was empirically unable to mediate the indirect effect of work stress on intention to leave.

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