

The Relationship Between Occupational Factors And Retention Intentions In Midwives At The Budi Kemuliaan Mother And Child Health Care

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ABSTRACT

The growth of hospitals in Indonesia from year to year continues to increase. This growth is directly proportional to the demand for human resources as the driving force of the organization. It is challenging for management to obtain and maintain quality human resources to continue working in their hospitals. The problem of turnover of health workers in health service institutions in Indonesia is a problem that has often occurred. The same problem is also faced by Budi Kemuliaan Mother and Child Health Care. This research is a quantitative study with a cross-sectional design. The total sample was 111 midwives, while the data analysis used univariate and bivariate analysis. The analysis showed that 55.9% of midwives had retention intentions at RSIA Budi Kemuliaan. A significant employment factor affecting midwife retention intentions are Age, period of work and career opportunities. Midwives with a age > 34 year old 2.79 times more willing to stay at RSIA Budi Kemuliaan than midwives with perceptions. Midwives with long period of work 2.98 times more willing to stay at Budi Kemuliaan Mother and Child Health Care than midwives with perceptions. Midwives with positive perception of career opportunities are 2.95 times more willing to stay at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care than midwives with negative perceptions. Fairness in career opportunities is the impetus that motivates midwives to stay afloat. Each midwife is given the same opportunity according to her competence and skills. However, what needs attention is the relatively small career opportunities, so the opportunity for career development is also going rather slowly.

KEYWORDS: Retention Intention of Midwife, Carrier Opportunities

1 INTRODUCTION

Turnover intention is a classic problem faced by health care institutions in Indonesia, especially hospitals. The growth rate of hospitals in Indonesia from year to year continues to grow is undoubtedly accompanied by the increasing demand for human resources that are the driving force of the organization. Data from the Central Statistics Agency shows an increase in the number of hospitals in Indonesia from 2017-2021, with 370 general and special hospitals (1). This growth will undoubtedly cause increasingly fierce competition, especially in non-government hospitals. Each hospital will strive to improve the quality of services by completing facilities and, of course, being supported by qualified human resources.

Health workers are the spearhead of hospital services. Hospitals make various efforts to improve the quality of health workers starting from the selection process, training and development, compensation, and others. On the other hand, hospitals also compete to obtain qualified health workers. This condition provides benefits to health workers. With the experience and training gained in previous organizations, health workers have an excellent opportunity to move to a more promising organization in the future. On the contrary, the transfer of employees will provide losses for the hospital, both in terms of costs, resources, and employee motivation (2).

Based on several research results, it shows a relatively high turnover rate, such as in Sumatera Barat at 24.3% (3), in Bogor at 13% (4), in Surabaya 2014-2016 at 13.67%, 13.69%, 16.91% (5). The turnover rate at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care from 2018-2020 is also relatively high, namely 16.9%, 11.2%, and 13.6% (6). According to Gillies (6), the turnover rate of nurses in a hospital typically ranges from 5-10%. Above 10% is considered as the high category. Some of the factors that cause turnover include individual characteristics, factors related to work, external environmental factors, and other factors (7). This study wants to find out the relationship between factors related to work and midwife retention intentions at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care Jakarta.

2 METHODOLOGY

This study used a cross-sectional study design. The population in this study was all implementing midwives who worked at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care Jakarta, with a total sample of 111 people. The sampling method uses simple random sampling. Researchers carried out the data collection process using questionnaires. The instrument used is a questionnaire containing a list of questions/attitude statements related to variables of individual characteristics, retention intention, compensation, job design, and career opportunities.

The charging time is approximately 30 minutes. The data is obtained by meeting each midwife according to her workspace. Each of them requested to fill out a questionnaire independently. All instruments have been examined for validity and reliability. The collected data is then processed by calculating the total score for all questions on each variable and then categorized with a cut of point median. The univariate analysis determines the distribution of data per variable. In contrast, bivariate analysis determines the relationship between retention intention variables and age variables, marital status, length of service, job design, compensation, and career development.

3 RESULTS

The results of this study show that 55.9% of midwives desire to continue working at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care Jakarta. Table 1 below shows that most of the respondents who want to survive in individual characteristics are over the age of 34 years (68.5%), marital status is married (59.3%), and service period is above 12 years (69.1%). Based on factors related to work, it is known that among respondents who have a desire to survive, 60% of them have a positive perception of job design, 62.9% have a positive perception of the compensation received, and 68.3% show a positive perception of career opportunities at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care.

The Chi-Square test results in several significant factors ($\alpha = 5\%$) related to employee retention intentions, including age, length of service, and career opportunities. Midwives who have an age of >34 years 2.79 times have a desire to survive compared to the age of ≤ 34 years (95% CI: 1.28-6.06). From the perspective of the character of individuals, midwives with a service life of >12 years 2.98 times have a desire to survive compared to midwives with a service period of ≤ 12 years. Based on work-related factors, midwives who have a positive perception of job design 1.82 times have a desire to survive compared to midwives who have a negative perception (CI 95%: 0.79-4.21). While midwives who have a positive perception of compensation 2.16 times have a desire to survive compared to midwives with negative perceptions (CI 95%: 0.99-4.74), and midwives who had a positive perception of career opportunities 3.28 times had a desire to survive compared to midwives who had negative perceptions (CI 95%: 1.50-7.19).

Table I. Frequency Distribution and Bivariate Analysis of Individual Characteristics and Work Factors towards Midwife Retention Intentions at Budi Kemuliaan Budi Kemuliaan Mother and Child Health Care Jakarta

Variable	Category	Retention Intention		Odds (95% CI)	Ratio	P-value
		Yes n (%)	No n (%)			
Individual Characteristic						
Age	>34 years	37 (68.5)	17 (31.5)	2.79 (1.28-6.06)		0.015
	≤ 34 years	25 (43.9)	32 (56.1)			
Marital Status	Married	51(59.3)	35 (40.7)	1.86 (0.76-4.56)		0.260
	Single	11(44.0)	14(56.0)			
Period of Work	>12 years	38 (69.1)	17 (30.9)	2.98 (1.37-6.50)		0.010
	≤ 12 years	24 (42.9)	32 (57.1)			
Occupational Factors						
Job design	Positive	48 (60.0)	32 (40.0)	1.82 (0.79-4.21)		0.230
	Negative	14 (45.2)	17 (54.9)			
Compensation	Positive	44 (62.9)	26 (37.1)	2.16 (0.99-4.74)		0.081
	Negative	18 (43.9)	23 (56.1)			
Career Opportunities	Positive	43 (68.3)	20 (31.7)	3.28 (1.50-7.19)		0.005
	Negative	19 (39.6)	29 (60.4)			

* $p < 0.05$

4 DISCUSSION

Retention intentions are employees' intentions to stay afloat in an organization. The results of the analysis showed the proportion of midwives who had the intention to survive and who were not almost balanced. Based on several submitted statements regarding retention intentions: 48.6% of midwives expressed their desire to move to another hospital if they got a better offer; while 59.4% of midwives expressed their desire to survive in the next year; 54% of midwives stated that they would still stay for the next three years; 55.8% of midwives stated that still wanted to survive for the next five years; 69.4% stated that they would survive even though many of their colleagues left and got a better job. If analyzed further, it can be seen that there is an indecisive attitude toward midwives because although they state that they will still survive, they are willing to move if they get a better job offer. According to the researcher's view, it is likely that the midwife has the intention to move but does not want to find a job on her own or indeed has not found a better job. Mobley (9) states that the availability factor of alternative jobs will influence an employee's decision to leave or stay in the current personalization. It is a warning for Budi Kemuliaan Mother and Child Health Care because, if left unchecked, it will make a negative contribution to the performance of the hospital. Wingfield and Berry stated that employee turnover that exceeds normal limits will harm the organization (10).

The age factor is considered to encourage midwives to stay afloat, based on an analysis of age factors significantly affecting retention intentions in midwives. Midwives who have the desire to survive are in the age range above 34 years. The results of this study are also in line with Suryani's research (11) at Hermina Daan Mogot Hospital Jakarta, which stated that 71.7% of nurses who still want to survive are in the age range of old adulthood. Muclas (12) stated that the older an employee is, the less likely it is to change jobs because the older you get, the more difficult it will be to get a job. Companies tend to choose younger employees with lower salary considerations, easier to manage, more updated on knowledge and technology, more energetic, and so on. Another theory states that the age and length of work will be directly proportional to the increase in productivity because the more experienced and the ability to be honed and wiser in making decisions (12). Younger employees will quickly move because there are still many job opportunities, and smaller family responsibilities, and they do not yet have a solid attachment to the organization (11).

Some studies indicate that married employees have a more minor desire to change jobs than unmarried ones (8)(14). However, this statement is not supported in this study. This statement shows that the percentage of desire to survive in married midwives is almost the same as unmarried ones. This is because all midwives are women, if they stop there is still a husband who will be responsible for the fulfillment of family needs.

According to Robin (13), the length of service affects the employee's desire to stay or leave his organization. The results of this study showed that the proportion of retention intentions in midwives with more extended working periods was more significant than that of newer ones; namely, 69.1% of employees with more extended working periods tended to be comfortable with their work and work environment. If they change jobs, they must adapt to the new work and the environment. Senior midwives at Budi Kemuliaan Mother and Child Health Care usually occupy certain positions. In addition, senior midwives also have the opportunity to become clinical instructors who will guide students at the Budi Kemuliaan Mother and Child Health Care Midwifery Academy. This opportunity is also accompanied by

additional compensation as well as training and knowledge uptake so that the mentoring process runs well.

The design of the work includes responsibility, work autonomy, work flexibility, working conditions, and continuity of work and life (14). The results of the analysis showed that most midwives stated that the design of the work at Budi Kemuliaan Mother and Child Health Care was good. However, of all midwives who positively perceived the job design, only 60% stated that they still want to survive. According to the midwife, the workload given exceeds capacity; besides that, there is still work done outside of the midwife's job description. The hospital rarely holds refreshing activities.

The midwife's perception of the compensation given by Budi Kemuliaan Mother and Child Health Care is quite good, but it does not significantly affect the midwife's desire to survive. According to the midwife, the basic salary received is adequate. It is just that it is still imbalanced compared to the workload. Bonuses and incentives are still not following the achievement of performance, and the salary difference between new and old employees is not much different. On the other hand, there is adequate additional compensation such as pension insurance, health insurance including family, leave, children's education fund assistance, and so on. Providing reasonable compensation will motivate employees to stay in the organization and not want to move to another organization (15).

Based on the analysis results, career opportunities have a significant relationship with retention intentions in midwives at Budi Kemuliaan Mother and Child Health Care. 68.3% of midwives who positively perceive career opportunities state that they still want to survive. On the other hand, 60% of midwives who have a negative perception of career opportunities state that they have no intention of staying at the hospital. According to Panggabean (16), career opportunities are one of the factors that motivate a person to work, survive or move from an organization. Career planning at Budi Kemuliaan Mother and Child Health Care is going well, and midwives are given regular training. In addition, midwives are also given equal opportunities in terms of promotion. It is just that the available career opportunities are still small. Senior midwives usually fill positions with a relatively long term of office.

5 CONCLUSION

Majority of the midwives at Budi Kemuliaan Mother and Child Health Care have the desire to survive. Factors of age and length of service can influence the midwife's decision to stay. Although hospitals provide justice in career opportunities, hospitals need to develop policies related to career development systems and tenure to increase career opportunities for midwives, especially outstanding employees.

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