



JOB SATISFACTION AND RETENTION AMONG MIDWIVES IN PANGASINAN

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ABSTRACT

Highlighting the critical role of midwives in improving maternal and newborn health outcomes, this descriptive cross-sectional study examines the factors influencing job satisfaction and retention among midwives to inform the development of an evidence-based action plan. Specifically, it analyzes midwives' demographic and professional profiles, assesses their job satisfaction and intention to remain in their current positions, and examines the relationships among these variables. A quantitative, descriptive–correlational design is employed, with data collected from midwives in selected healthcare facilities in Pangasinan using a structured survey questionnaire. Findings reveal a predominantly female, married workforce with a balanced distribution across age, educational attainment, and professional experience, providing a comprehensive context for analysis. Midwives report high satisfaction with the intrinsic aspects of their work, particularly achievement and professional growth; however, they express moderate concerns about salary and benefits. Retention is driven by both extrinsic factors, such as job stability, and intrinsic motivation rooted in professional commitment and organizational goals. Furthermore, demographic variables—including age, civil status, length of service, educational attainment, employment status, and type of health facility—show significant relationships with job satisfaction. In contrast, age, civil status, experience, and facility type significantly influence intention to stay and organizational commitment. Based on these findings, the study recommends standardizing compensation packages, strengthening recognition systems, enhancing continuous professional development, and implementing context-sensitive retention strategies to improve workforce stability and midwives' well-being across healthcare settings.

Keywords: Job Satisfaction, Retention Rate, Midwives

INTRODUCTION

Midwives are defined as providers of “skilled, knowledgeable, and compassionate care for childbearing women, newborn infants, and families across the continuum from pre-pregnancy, pregnancy, birth, postpartum, and the early weeks of life.” Evidence shows that midwives play a vital role in maternal and newborn health, and when care is provided by educated, trained, regulated, and licensed midwives, it is associated with improved quality of care and rapid, sustained reductions in maternal and newborn mortality. World Health Organization (WHO, 2025)

All women and newborns have a right to quality care that enables a positive childbirth experience, including respect and dignity, a companion of choice, clear communication by maternity staff, pain relief strategies, mobility in labour, and the ability to choose birth positions. Midwives are essential to the provision of quality care in all settings, globally (World Health Organization, 2025).

A midwife is recognized as a responsible and accountable professional who works in partnership with women to provide necessary support, care, and advice during pregnancy, labour, and the postnatal period. Midwives conduct births independently and provide care for



newborns and infants. Their responsibilities include preventative measures, promoting normal birth, detecting complications in mother and child, accessing medical care or other assistance when necessary, and performing emergency measures. Midwives also play a critical role in health counselling and education—not only for the women and gender-diverse people they serve but also within families and communities. More so, it includes antenatal education, preparation for parenthood, sexual and reproductive health care, and care for infants and young children. Midwives may practice in various settings, including the home, community, hospital, clinic, or health unit (International Confederation of Midwives, 2025).

Job satisfaction refers to the level of contentment and fulfillment that an individual experiences in their professional role, reflecting their emotional and cognitive evaluation of various aspects of work, including workload, autonomy, remuneration, professional recognition, work environment, and opportunities for growth. In the context of midwifery, job satisfaction is particularly critical because midwives work in high-stress environments where decisions can have direct life-or-death consequences for mothers and newborns. Factors such as manageable workloads, supportive supervision, sufficient staffing, fair compensation, professional development opportunities, and respect from colleagues and the community contribute significantly to midwives' sense of satisfaction (Domagata, 2025).

Globally, the level of job satisfaction among midwives varies across countries depending on working conditions, organizational support, and professional recognition. In countries with high job satisfaction, such as Sweden, midwives benefit from supportive work environments, professional autonomy, adequate compensation, and opportunities for continuous development. These factors contribute to strong retention rates, improved continuity of care, and better maternal and newborn health outcomes. In contrast, countries with average levels of job satisfaction such as Poland experience moderate challenges, including workload pressures and stress. Although midwives remain in their

positions, their satisfaction is influenced by salary and working conditions, indicating the need for strengthened institutional support (Domagata, 2025). Meanwhile, in more problematic contexts such as the Democratic Republic of Congo, midwives face significant challenges including inadequate resources, understaffing, low professional recognition, and weak organizational support systems. Despite these difficulties, many remain in their roles due to professional commitment, although these conditions contribute to burnout, reduced job satisfaction, and potential workforce instability (Bogren, 2020).

In the Philippines, midwives serve as frontline providers of maternal and child health services, particularly in rural and underserved communities. Their role is vital in ensuring safe pregnancies, deliveries, and postnatal care. Studies indicate that job satisfaction among Filipino midwives is influenced by factors such as workload, staffing levels, management support, and access to professional development opportunities. While some midwives report satisfaction and a strong sense of purpose, challenges such as heavy workloads, limited resources, and insufficient institutional support persist, which may affect their motivation and long-term retention (Salvatierra, 2019).

At the local level, in Pangasinan, midwives remain essential contributors to community health services. According to the Provincial Planning and Development Office, approximately 524 midwives are serving across numerous rural health units and barangay health stations. In addition, data from the Philippine Statistics Authority show that midwives assisted in thousands of live births in the province, highlighting their indispensable role in maternal healthcare. However, reports also indicate a gradual decline in the number of healthcare workers, including midwives, in government facilities. This situation suggests emerging workforce challenges, such as increased workload, limited staffing, and constrained resources, which may negatively impact job satisfaction and retention. The demanding nature of their responsibilities, including long working hours and high patient loads, further contributes to



stress, fatigue, and potential burnout among midwives.

Midwife retention refers to the percentage or number of midwives who remain in their jobs, profession, or location over time, reflecting workplace satisfaction, adequate support, and favorable working conditions. Retention is crucial for maintaining experienced staff and quality patient care, particularly in rural areas where attrition is high due to workload and professional isolation. High retention preserves institutional knowledge and skills, reducing the costs associated with recruiting and training new staff (Public Health Journal, 2024).

Retention also ensures continuity of care, building trust between midwives and mothers and improving health outcomes. Low retention often signals burnout, poor work environments, lack of autonomy, or insufficient support. Studies highlight solutions such as better management practices, specialist roles, and mentorship programs to encourage midwives to stay in their positions (Public Health Journal, 2024).

According to the Provincial Planning and Development Office of Pangasinan, the province has about 524 midwives working in government health facilities, alongside 97 doctors and 287 nurses who provide healthcare services across 81 RHUs and 707 BHS in the province. Despite their essential role in community health services, reports indicate a slight decrease in the number of nurses and midwives in government hospitals, suggesting workforce challenges in the local healthcare system. These workforce issues may also affect job satisfaction and retention, as midwives may experience heavier workloads, increased responsibilities, and limited professional support in some health facilities.

Midwives in the province are also actively involved in maternal care. Data from the Philippine Statistics Authority show that in the Ilocos Region, which includes Pangasinan, midwives attended thousands of live births and contributed significantly to maternal and newborn healthcare services. In 2020, midwives assisted in approximately 8,450 registered births in Pangasinan, demonstrating their critical role in childbirth services and maternal health in the

province. However, the demanding nature of maternal healthcare services, including long working hours, limited resources, and high patient loads, may also contribute to work stress, fatigue, and decreased job satisfaction, which can influence midwives' decisions to remain in their positions (Provincial Planning and Development Office of Pangasinan 2024).

According to Domagata A. (2025), in the study titled "The Impact of Midwives' Satisfaction on Intention to Leave the Profession and Emigrate – A Nationwide Cross-Sectional Study," the purpose of the study is to examine the relationship between job and salary satisfaction and the intention of midwives to leave the profession or emigrate. The findings revealed that higher levels of job and salary satisfaction significantly reduced the likelihood of midwives leaving their profession. Specifically, a 10-point increase in job satisfaction decreased the probability of leaving the profession by 30%, while increased salary satisfaction also lowered turnover intentions. The study implies that improving working conditions and compensation can strengthen midwife retention. This study is related to the present study as to job satisfaction and retention because it demonstrates that higher job satisfaction directly decreases the likelihood of midwives leaving their profession.

In the study conducted by Abe K. (2021) entitled "Factors Influencing the Retention of Secondary Midwives at Health Centres in Rural Areas in Cambodia: The Role of Gender—A Qualitative Study," the purpose of the study is to explore the factors affecting the retention of secondary midwives in rural health centers. The findings showed that retention was strongly influenced by family proximity, accommodation, and safety concerns rather than salary alone. Gender norms and security concerns also played a significant role in midwives' decisions to remain in rural assignments. The study implies that improving living conditions, safety, and social support systems can increase midwife retention. This study is related to my study as to job satisfaction and retention because supportive living and working conditions contribute to midwives' willingness to remain in their positions.



According to Bogren M. (2020), in the study titled "Midwives' Challenges and Factors that Motivate Them to Remain in Their Workplace in the Democratic Republic of Congo—An Interview Study," the purpose of the study is to explore the challenges faced by midwives and the factors motivating them to stay in their workplaces. The findings indicated that despite difficult working environments, midwives remained in their jobs due to professional commitment and their strong motivation to help mothers and newborns. However, challenges such as lack of resources, inadequate equipment, low professional status, and unsupportive organizational systems negatively affected their work experiences. The study implies that improving workplace support, resources, and professional recognition could strengthen midwife retention. This study is related to the present study as to job satisfaction and retention because motivation, professional pride, and supportive work environments influence midwives' decisions to remain in their jobs.

In the study conducted by Salvatierra L. (2019) entitled "Job Satisfaction and Turnover Intention among Nurses and Midwives Working under the DOH Deployment Program," the purpose of the study was to determine the level of job satisfaction among nurses and midwives and examine its relationship with turnover intention. The findings revealed that most participants were satisfied with their work and reported low intentions to leave their jobs. The study also found that job satisfaction was inversely related to turnover intention, meaning that higher job satisfaction resulted in lower likelihood of leaving the job. The study implies that maintaining good working conditions and support systems can reduce turnover among healthcare workers. This study is related to job satisfaction and retention because it confirms that job satisfaction plays a significant role in reducing turnover intention among midwives.

Finally, according to Nedvedova (2020), in the study titled "Job Satisfaction of Midwives," the purpose of the study is to identify factors affecting job satisfaction among midwives. The findings showed that job satisfaction is negatively affected by factors such as low salary, understaffing, lack

of management support, heavy workload, stress, limited professional development, and poor work-life balance. These conditions resulted in exhaustion, fatigue, and emotional distress among midwives, which increased the likelihood of job turnover. The study implies that improving working conditions, support systems, and opportunities for professional growth can enhance job satisfaction and retention. This study is related to my study as to job satisfaction and retention because it highlights how unfavorable working environments can lead to burnout and increase the likelihood of midwives leaving their profession.

Globally, midwives play a critical role in maternal and newborn health, providing skilled, knowledgeable, and compassionate care throughout pregnancy, childbirth, postpartum, and early infancy. Countries with well-established midwifery systems, such as Sweden, report high levels of job satisfaction among midwives due to supportive work environments, professional autonomy, competitive salaries, and access to continuous professional development. In Sweden, these factors contribute to high retention rates, continuity of care, and improved maternal and newborn outcomes (World Health Organization, 2025). Conversely, countries with average job satisfaction, such as Poland, show mixed results. According to Domagata (2025), midwives face heavy workloads and stress, but moderate satisfaction levels have been associated with slightly lower turnover intentions. Salary and working conditions influence midwives' decisions to stay or leave, highlighting the need for improved support systems and workplace policies. In countries facing severe challenges, such as the Democratic Republic of Congo (DRC), midwives contend with low professional status, inadequate resources, understaffing, and unsupportive organizational systems. Bogren (2020) found that midwives remain in their positions primarily out of professional commitment and desire to serve, despite low job satisfaction, high stress, and the risk of burnout. This situation negatively affects workforce stability and the quality of maternal care.

In the Philippines, midwives are essential to maternal and child health services, particularly in rural areas. Job satisfaction varies depending



on deployment location, working conditions, and management support. Salvatierra (2019) reported that nurses and midwives working in rural health units showed relatively high job satisfaction and low turnover intention. Still, challenges such as heavy workloads, insufficient staffing, and limited professional development opportunities persist. These factors can threaten retention and continuity of care, particularly in underserved areas. Midwives are essential to providing quality maternal and newborn care, particularly in achieving positive health outcomes and reducing disparities. However, concerns about job satisfaction and retention within the midwifery workforce pose a significant threat to the stability and effectiveness of healthcare systems. This study seeks to investigate the factors influencing job satisfaction and retention among midwives, with the ultimate goal of informing strategies to support and sustain this vital healthcare profession. Given these global, national, and local contexts, there is a clear need to understand better the factors influencing job satisfaction and retention among midwives. Despite their critical role, gaps remain in addressing the working conditions, support systems, and professional needs that sustain their engagement in the workforce.

This study investigates the factors influencing job satisfaction and retention among midwives, with the aim of generating evidence to inform targeted strategies and interventions that enhance their well-being, strengthen workforce stability, and improve the quality of maternal and newborn care. To achieve this, it examines the relationship between job satisfaction and retention among midwives in public and private health facilities. In addition, it describes the respondents' demographic profile in terms of age, sex, civil status, religion, educational attainment, length of service, employment status, and type of health facility. Moreover, the study assesses the level of job satisfaction across key dimensions, including achievement, recognition, professional growth, salary and benefits, working conditions, and job security, while also determining the level of retention in terms of intent to stay and organizational commitment. Furthermore, it

analyzes the relationships between demographic characteristics and both job satisfaction and retention. Finally, based on the findings, the study proposes an evidence-based action plan to improve job satisfaction and retention among midwives across healthcare facilities.

METHODOLOGY

This study utilized a quantitative-descriptive research design with a correlational component. The quantitative approach allowed for the numerical measurement and statistical analysis of variables, while the descriptive design enabled the characterization of the respondents' demographic profile, job satisfaction, and retention levels. The correlational aspect examined the relationships between demographic variables and the key outcomes of job satisfaction and retention. The research was conducted in selected public and private hospitals in Pangasinan, including: Blessed Family Doctors General Hospital (BFDGH), Health General Hospital (UHGH), Virgen Milagrosa Medical Center (VMMC), Pangasinan Provincial Hospital (PPH) And Elguira General Hospital (EGH). These institutions were selected due to their active maternal and newborn healthcare services and the presence of practicing midwives. A total of 60 midwives participated in the study. Respondents were selected using purposive sampling, focusing on those actively engaged in maternal and newborn care. This non-probability sampling technique allowed the researcher to select participants based on relevance to the study objectives.

Data were collected using a structured questionnaire adapted from validated instruments on job satisfaction and retention. Permission was obtained from hospital administrators prior to data collection. Participants were informed about the purpose of the study and provided informed consent. Participation was voluntary, and confidentiality was ensured.

Data were analyzed using: Frequency, percentage, and mean for demographic profile, Weighted mean for job satisfaction and retention levels, and Pearson Product-Moment Correlation



to determine relationships between variables ($\alpha = 0.05$)

RESULTS AND DISCUSSION

Demographic Profile. The majority of respondents were: Female (95%), Married (80%), and Aged 31–40 years (40%). Educational attainment was equally divided between Diploma and Bachelor's degree holders (50% each). Most respondents were employed full-time (66.7%), with varied lengths of service, indicating both new and experienced midwives. A slight majority worked in public health facilities (53.3%).

Level of Job Satisfaction. Overall, midwives reported a high level of job satisfaction, particularly in: Achievement (WM = 4.19): Strong sense of accomplishment and pride in their work, Recognition (WM = 3.96): Appreciation from patients and colleagues., Professional Growth (WM = 4.06): Opportunities for learning and development., Working Conditions (WM = 4.00): Supportive and safe work environment, and Job Security (WM = 3.99): Confidence in job stability. However, salary and benefits (WM = 3.76) received the lowest rating, indicating moderate satisfaction and potential concern.

Level of Job Retention. Midwives demonstrated strong retention indicators: Intent to Stay (WM = 4.02): Willingness to remain in current roles and Organizational Commitment (WM = 4.07): Loyalty and alignment with institutional values

Correlational Findings. Most demographic variables showed no significant relationship with job satisfaction and retention. Significant relationships were observed in specific areas: Civil status influenced sense of accomplishment, Age and length of service affected perception of work impact, Employment status and facility type influenced salary satisfaction, Type of facility significantly affected working conditions and organizational commitment, Length of service

negatively correlated with intent to stay, and Age and civil status positively influenced retention.

The findings reveal that midwives in Pangasinan generally experience high job satisfaction and strong retention, particularly in intrinsic aspects such as achievement, professional growth, and organizational commitment. These results suggest that midwives are highly motivated by the meaningful nature of their work and their contribution to maternal and newborn health.

However, salary and benefits emerged as the least satisfying factor, indicating that financial compensation may not be commensurate with the demands of the profession. This aligns with previous studies highlighting compensation as a key determinant of job satisfaction and retention.

The study also found that demographic variables have a limited influence on job satisfaction and retention, suggesting that workplace conditions and organizational factors play a more significant role. Notably, the type of health facility influenced perceptions of working conditions, salary, and organizational commitment, indicating disparities between public and private institutions.

The negative relationship between length of service and intent to stay suggests that long-term employees may experience fatigue or burnout, emphasizing the need for career development opportunities and supportive work environments. Meanwhile, older and married midwives demonstrated a stronger commitment to staying, likely due to stability and family considerations.

Overall, the study underscores the importance of: Enhancing compensation and benefits, strengthening institutional support and recognition, providing opportunities for professional growth, and ensuring equitable working conditions across facilities. These strategies are essential to improving job satisfaction and sustaining the midwifery workforce, ultimately contributing to better maternal and newborn health outcomes.



CONCLUSIONS

The following statements present the key conclusions derived from the findings of the study in relation to its objectives.

1. The demographic profile underscores a workforce that is predominantly female, largely married, and well-balanced across age, educational attainment, and length of service. The mix of employment statuses and facility types provides a comprehensive basis for analyzing job satisfaction, retention, and organizational commitment across diverse contexts.
2. The level of job satisfaction of midwives portrays a workforce that is highly satisfied with intrinsic aspects of their profession - achievement, growth, recognition, and working conditions, while expressing moderate concerns about extrinsic factors such as salary and benefits.
3. Midwives' retention is driven by both practical considerations (job stability and satisfaction) and intrinsic motivation (dedication to organizational goals). This dual strength underscores a resilient workforce where positive workplace experiences reinforce loyalty and commitment.
4. The demographic profile has a significant relationship with midwives' job satisfaction, as specific factors such as civil status, age, length of service, educational attainment, employment status, and type of health facility meaningfully influence perceptions of achievement, recognition, professional growth, salary and benefits, and working conditions. In contrast, job security remains consistently stable across all groups.
5. The demographic profile has a significant relationship with job retention, as age, civil status, length of service, and type of health facility meaningfully influence midwives' intent to stay and organizational commitment. In contrast, other demographic variables show no significant impact.

RECOMMENDATIONS

The following statements provide evidence-based recommendations formulated from the study's results and conclusions to guide practice and policy improvements.

1. To review and standardize compensation packages across employment statuses and facility types to ensure fairness, equity, and improved morale.
2. To develop structured and visible recognition systems that highlight midwives' contributions, particularly for those with higher educational attainment, ensuring that their expertise is acknowledged and utilized.
3. To provide consistent training, mentorship, and career development programs across both public and private facilities to sustain satisfaction with professional growth and reinforce organizational loyalty.
4. To design retention initiatives that support different life stages while leveraging the stability and loyalty of older professionals.

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