INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES

Vol 15, Issue 3, (2025) E-ISSN: 2222-6990

Occupational Stress, Job Satisfaction, and Job Retention among Radiologic Technologists in Selected Private Hospitals in Laguna

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To Link this Article: http://dx.doi.org/10.6007/IJARBSS/v15-i3/25005 DOI:10.6007/IJARBSS/v15-i3/25005

Published Date: 26 March 2025

Abstract

Radiologic technologists are essential to healthcare but often face occupational stress due to long shifts, heavy workloads, and workplace risks. This study examined 55 radiologic technologists in private hospitals in Laguna to explore the relationship between occupational stress, job satisfaction, and job retention. The research focused on stress factors such as workload, compensation, and workplace conflicts while assessing job satisfaction and retention. Using a descriptive-correlational design, the study analyzed the connections between these variables. Results showed high levels of occupational stress, with workload being the primary stressor. Job satisfaction and job retention were at moderate levels. The study found moderate correlations between occupational stress and job satisfaction and retention, as well as between job satisfaction and retention. The study concluded that high stress negatively affects job satisfaction and retention. However, strong workplace support, fair compensation, and career growth opportunities help reduce stress. Hospitals should implement strategies to lower stress and improve job satisfaction to enhance retention among radiologic technologists.

Keywords: Occupational Stress, Job Satisfaction, Job Retention, Radiologic Technologists, Private Hospitals

Introduction

Medical professionals known as radiologic technologists perform diagnostic and therapeutic imaging procedures, such as MRIs, CT scans, X-rays, and mammograms, to assist physicians in diagnosing and treating illnesses. They minimize radiation exposure, ensure proper patient positioning, and employ state-of-the-art imaging technology. Additionally, radiologic technologists are crucial in-patient care as medical professionals who adhere to strict ethical and medical standards. Radiologic technologists are proficient in creating diagnostic images for patients using medical imaging equipment (Harris, 2021). They collaborate with radiologists to ensure patient safety, maintain professional standards, and

operate cutting-edge imaging equipment. Their role requires both technical expertise and compassionate patient interaction.

Stress at work has become a significant issue in many professions, particularly for radiologic technologists. As essential healthcare providers, they must cope with several stressors, including potential radiation exposure, physically demanding job tasks, and the emotional toll of caring for patients who are gravely ill or injured. In addition to these occupational challenges, stress levels are exacerbated by organizational issues such as long work hours, inadequate staffing, and a lack of institutional support (Eys, 2021; Søvold et al., 2021).

Job satisfaction is essential to employee retention because studies indicate that higher stress levels lead to lower job satisfaction and higher turnover rates (Koueifi, 2024). In the healthcare industry, a high turnover rate results in understaffing, disrupt continuity of care, and increases the cost of recruiting and training new hires. Therefore, maintaining a stable and experienced workforce necessitates understanding the factors influencing job satisfaction and retention, particularly stress.

A significant challenge in Laguna's private hospitals is the retention of radiologic technologists. Despite being crucial to the community's access to healthcare, these hospitals usually struggle with high turnover rates among their technical staff. Due to a shortage of resources and challenges at work, these organizations might be unable to provide enough assistance or foster a positive work environment. If job satisfaction is not raised and occupational stressors are not addressed, retaining qualified radiologic technologists will continue to be complicated.

Research explicitly examining occupational stress, job satisfaction, and job retention among radiologic technologists employed by private hospitals in Laguna is lacking despite the significance of these issues. Since most existing research focuses on healthcare workers in general or more extensive public hospitals, there is a research gap regarding smaller, resource-constrained healthcare settings. By filling this knowledge gap, we will better understand the challenges faced by radiologic technologists in the private sector and provide suggestions for improving retention and job satisfaction.

This study investigates the relationships between occupational stress, job satisfaction, and job retention among radiologic technologists in a few private hospitals in Laguna. By identifying significant stressors and understanding their effects on job satisfaction and retention, this study seeks to offer practical insights for improving working conditions and developing retention-boosting strategies. The aim of this study is to provide evidence-based recommendations for preserving high-quality healthcare, improving hospital performance, and enhancing radiologic technologists' well-being. By examining how workplace stressors impact job satisfaction and retention in private hospitals, it closes a research gap that is commonly overlooked in studies on healthcare workers. The study offers fresh perspectives on the unique challenges and requirements faced by radiologic technologists employed by private hospitals in Laguna.

Methods

Occupational stress, job satisfaction, and retention rates among radiologic technologists working for particular private hospitals in Laguna were examined in this study using a descriptive-correlational research design. It searched these variables for potential correlations or patterns. A self-made questionnaire was given to 55 radiologic technologists from five private hospitals to gather primary data for the study. Using a stratified random sampling technique, the sample size was calculated using the Raosoft calculator with a 95% confidence level and a 5% margin of error.

Three sections made up the questionnaire: (1) occupational stress, which took into consideration variables like workload, pay, and working conditions; (2) job satisfaction; and (3) job retention. Experts in research, statistics, and radiologic technology validated the instrument. Following a pilot test, Cronbach's alpha reliability analysis revealed high internal consistency for retention (0.819), job satisfaction (0.844), and occupational stress (0.855).

Following approval from hospital administrators and consent from respondents, online surveys were used to gather data. The responses were measured using a 4-point Likert scale. The weighted mean for data analysis was used to determine the levels of occupational stress, job satisfaction, and job retention. Pearson's r correlation was used to examine these variables' relationships.

Results and Discussion

A discussion on occupational stress, job satisfaction, and job retention in a selected private hospital in Laguna was presented in the succeeding tables and textual presentations:

Table 1
Level of Occupational Stress of Radiologic Technologists: Physical Working Environment

Physical Working Environment	Weighted Mean	Verbal Interpretation	Rank
1. Generally, my working environment is manageable within the given working hours.	3.36	Very High (Strongly Agree)	2
2. A workplace infrastructure that falls short of expectations hinders productivity.	3.16	High (Agree)	4
3. Noise levels in the working environment are a significant source of stress.	2.98	High (Agree)	5
4. Lighting and ventilation at my workplace are adequate for my tasks.	3.29	Very High (Strongly Agree)	3
5. Safety measures, like radiation protection, are effectively implemented.	3.40	Very High (Strongly Agree)	1
Average	3.24	**High (Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

Among the indicators, "Safety measures, like radiation protection, are effectively implemented" was rated highest, with a weighted mean of 3.40 (very high). This suggests that radiologic technologists are highly aware of the importance of safety protocols, which may reduce the stress from radiation exposure.

On the other hand, the statement "Noise levels in the working environment are a significant source of stress" was rated the lowest, with a weighted mean of 2.98 (high). This indicates that noise is a problem at work but not the primary cause of stress, even though it is still in the "high" range.

The weighted mean for "Generally, my working environment is manageable within the given working hours" was 3.36 (very high), suggesting that most respondents handle their workload in their actual workspace. Additionally, the environmental conditions are generally satisfactory, as evidenced by the statement "Lighting and ventilation at my workplace are adequate for my tasks," receiving a score of 3.29 (very high).

Although infrastructure shortcomings are recognized, they are not the primary source of workplace stress. This is reflected in the weighted mean for the statement "A workplace infrastructure that falls short of expectations hinders productivity" at 3.16 (high).

As shown in Table 1, radiologic technologists have an overall weighted mean occupational stress level of 3.24, which falls under the "high" category of their physical working environment. This implies that a sizable amount of the occupational stress experienced by the respondents is brought on by their actual workplace.

These findings suggest that while radiologic technologists positively perceive their physical workspace, certain aspects, such as noise levels and infrastructure limitations, still contribute to occupational stress. Nonetheless, strong safety procedures provide solace, reducing some of the stressors associated with their job.

The results align with the Stress Process Model Theory (Eys et al. 2021), highlighting the impact of occupational stressors, such as the physical workspace, on healthcare workers' emotional well-being and job satisfaction. Despite radiologic technologists' awareness of the importance of safety measures in reducing stress, the findings indicate that noise levels and inadequate infrastructure still contribute to occupational strain.

Table 2
Level of Occupational Stress of Radiologic Technologists: Workload

Workload	Weighted Mean	Verbal Interpretation	Rank
1. The number of tasks I need to complete daily requires effective time management.	3.24	High (Agree)	5
2. Managing urgent patient cases is an essential part of my daily responsibilities.	3.56	Very High (Strongly Agree)	1
3. Tasks assigned are manageable with clear instructions.	3.47	Very High (Strongly Agree)	2
4. High patient volume sometimes requires me to extend my working hours to ensure good quality care.	3.35	Very High (Strongly Agree)	4
5. Productivity expectations in my role help me maintain focus and efficiency	3.42	Very High (Strongly Agree)	3
Average	**3.41**	**Very High (Strongly Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

Among the most stressful indicators, "Managing urgent patient cases is an essential part of my daily responsibilities" received the highest rating (3.56, very high), suggesting that handling urgent patient situations is a significant cause of stress. Similarly, "Tasks assigned are manageable with clear instructions" (3.47, very high) ranked second, suggesting that while the workload is demanding, clear instructions help mitigate it to some extent.

Maintaining productivity in the face of a heavy workload is a necessary but demanding aspect of the job, according to the third-ranked indicator, "Productivity expectations in my role help me maintain focus and efficiency" (3.42, very high). Stress levels are affected by longer work days brought on by patient demands, as demonstrated by the fourth-ranked statement, "High patient volume sometimes requires me to extend my working hours to ensure good quality care" (3.35, very high). The lowest-ranked indicator, "The number of tasks I need to complete daily requires effective time management" (3.24, high), suggests that time management is crucial to balancing workload stress, even though it is thought to be somewhat less complicated than other factors.

The findings indicate that workload is a substantial source of occupational stress among radiologic technologists. Managing urgent patient cases was identified as the most stressful component, underscoring the pressures of handling critical situations. Although clear instructions can help alleviate some workload-related stress, the need to maintain productivity, extended work hours due to high patient volume, and good time management all contribute to increased stress levels.

The average weighted mean of 3.41 in Table 2 shows that radiologic technologists strongly agree (very high) that workload significantly contributes to occupational stress.

The Stress Process Model (Eys, 2021), which explains how an excessive workload can result in burnout, emotional exhaustion, and occupational stress, was in line with these findings.

Table 3
Level of Occupational Stress of Radiologic Technologists: Compensation

Compensation	**Weighted Mean**	**Verbal Interpretation**	**Rank**
1. Compensation is enough to cover my personal and family needs.	2.75	High (Agree)	3
2. The incentives and allowances I receive match the level of responsibilities and performance.	2.69	High (Agree)	4.5
3. Timely salaries help maintain my financial stability.	2.98	High (Agree)	2
4. My present compensation is competitive when compared to others in the business.	2.69	High (Agree)	4.5
5. Non-monetary benefits, like healthcare and leave, affect my overall well-being.	3.02	High (Agree)	1
Average	**2.83**	**High (Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

The indicator that received the highest rating was "non-monetary benefits, like healthcare and leave, affect my overall well-being" (3.02, High), indicating that although pay is essential, extra benefits significantly impact stress reduction and job satisfaction. This demonstrates how crucial comprehensive compensation plans are to guarantee workers' well-being.

The ranking of "Timely salaries help maintain my financial stability" (2.98, high) in second place further reinforced the significance of salary reliability in reducing financial stress. Even though most respondents agree, salary adequacy may still be a problem, as evidenced by the third-ranked statement, "Compensation is considered enough to cover my personal and family needs" (2.75, High).

The indicators with the lowest rankings were "My present compensation is competitive when compared to others in the business" (2.69, high) and "The incentives and allowances I receive match my level of responsibilities and performance" (2.69, high). This implies that some radiologic technologists feel their compensation and benefits do not reflect their workload and industry standards fairly, which could ultimately lead to their discontent.

The overall weighted average was 2.83 (high), indicating that while radiologic technologists generally find their compensation acceptable, there is still room for improvement.

The findings are supported by Eys et al. (2021), which noted that low pay is a significant source of occupational stress for healthcare workers. The study found that financial instability impacts burnout, decreases job satisfaction, and has a higher turnover rate. It is still essential to ensure competitive pay, timely incentives, and comprehensive benefits to lower occupational stress and boost retention among radiologic technologists.

Table 4
Level of Occupational Stress of Radiologic Technologists: Workplace Conflicts

Workplace Conflicts	**Weighted Mean**	**Verbal Interpretation**	**Rank**
1. Team performance depends on camaraderie among coworkers.	3.36	Very High (Strongly Agree)	4
2. Good cooperation between management and staff fosters a better work environment.	3.51	Very High (Strongly Agree)	3
3. The hospital administration effectively handles and resolves workplace conflicts.	2.95	High (Agree)	5
4. Having good relationships with coworkers helps accomplish tasks more efficiently.	3.55	Very High (Strongly Agree)	2
5. I think mutual respect among employees contributes to a peaceful workplace.	3.64	Very High (Strongly Agree)	1
Average	**3.40**	**Very High (Strongly Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

The indicator with the highest ranking was "I think mutual respect among employees contributes to a peaceful workplace" (3.64), suggesting that mutual respect plays a significant role in lowering workplace conflicts. Strong relationships with coworkers are essential for increasing task efficiency, as evidenced by the close second-place finish of

"I believe that having good relationships with coworkers helps accomplish tasks more efficiently" (3.55).

"I think good cooperation between management and staff fosters a better work environment" (3.51) further emphasizes the significance of management-staff cooperation in reducing workplace conflicts. The indicator with the lowest rating, "I feel that the hospital administration effectively handles and resolves workplace conflicts" (2.95), suggests that some employees may believe that conflict resolution procedures could be improved, even though it is still categorized as "high.".

According to Table 4, the overall weighted mean of the workplace conflicts score was 3.40, which places radiologic technologists' in the "Very High" category. This suggests that radiologic technologists generally believe that relationships and teamwork are crucial to maintaining a positive work environment. These results align with the Stress Process Model Theory (Eys, 2021), emphasizing how workplace stressors like conflicts affect employees' well-being and job satisfaction.

Table 5
Level of Occupational Stress of Radiologic Technologists: Working Conditions

Working Conditions	**Weighted Mean**	**Verbal Interpretation**	**Rank**
1. I receive regular feedback on my work performance from my manager	3.07	High (Agree)	5
2. My hospital's equipment and tools are adequate for me to complete tasks efficiently.	3.31	High (Agree)	1
3. Opportunities for additional training and education are inclusive and available to me.	3.18	High (Agree)	2
4. I perceive that opportunities for additional training and education are accessible and inclusive for me.	3.16	High (Agree)	3
5. I feel that my hospital's investment in relevant training programs contributes to my professional development.	3.13	High (Agree)	4
Average	**3.17**	**High (Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

With a weighted mean of 3.31 or high, "I consider that the equipment and tools my hospital provides are adequate for me to complete tasks efficiently" was the number one indicator, according to the table. This suggests that most radiologic technologists think their hospital's tools and equipment are sufficient for their jobs.

"I think opportunities for additional training and education are inclusive and available to me" (3.18) and "I perceive that opportunities for additional training and education are accessible and inclusive for me" (3.16) are the second and third highest-ranked indicators, indicating that respondents generally agree that professional development opportunities are accessible, despite the need for improvement in terms of inclusivity and availability.

With a weighted mean of 3.07, the indicator with the lowest ranking—"I "receive regular feedback on my work performance from my manager"—was still regarded as high. This suggests that more frequent or beneficial performance reviews may be feasible, even though managerial feedback is usually provided. According to this, radiologic technologists generally have a favorable opinion of their workplace, professional development opportunities, managerial support, and opportunities for recognition.

The overall average weighted mean was 3.17 (high), indicating that radiologic technologists generally have a positive perception of their working conditions, including equipment adequacy, professional development opportunities, and managerial support. These findings align with Eys's (2021) Stress Process Model Theory, highlighting the dynamic interaction between coping strategies and job demands in determining workplace stress. The proper resources, managerial assistance, and training opportunities all contribute to a reduction in stress and an improvement in job satisfaction. A supportive work environment is crucial for healthcare professionals, such as radiologic technologists, as it reduces burnout and turnover (Eys, 2021). However, the lower evaluation of supervisory input suggests a possible area where more structured performance reviews and enhanced supervisory participation could lead to better working conditions and employee well-being.

Table 6
Summary Table of the Level of Occupational Stress of Radiologic Technologists

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Physical working environment	3.24	High (Agree)	3
2. Workload	3.41	Very High (Strongly Agree)	1
3. Compensation	2.83	High (Agree)	5
4. Workplace Conflicts	3.40	Very High (Strongly Agree)	2
5. Working conditions:	3.17	High (Agree)	4
Average	**3.21**	**High (Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

Table 6 reveals that workload was the most prevalent occupational stressor among radiologic technologists, with a weighted mean of 3.41 and a verbal interpretation of High. This reveals that the volume and intensity of labor, patient load, and time-sensitive commitments are major drivers of stress, requiring efficient time management and efficiency while dealing with urgent cases.

Workplace conflicts ranked second, with a weighted mean of 3.40 and a High rating. This shows that interpersonal connections, communication with colleagues, and collaboration between employees and management contribute to workplace stress, highlighting the significance of suitable conflict resolution mechanisms. The physical working environment ranked third, with a weighted mean of 3.24 (high), demonstrating that while noise levels, lighting, ventilation, and radiation safety contribute to stress, they are not the most pressing issues compared to workload and workplace conflicts.

Working conditions, management support, recognition, and opportunities for professional growth ranked fourth with a weighted mean of 3.17 (high). This indicates that, while these traits contribute to occupational stress, they are seen more positively than workload and workplace disputes. Continuing training, growth opportunities, and managerial support can help reduce stress and boost job satisfaction. Compensation was the lowest-ranked stressor, with a weighted mean of 2.83 (High). This implies that salaries, incentives, and non-monetary rewards are essential; they were not the most significant drivers of stress compared to workload and interpersonal dynamics. Addressing salary competitiveness, timely remuneration, and performance-based incentives may improve job satisfaction.

Radiologic technologists experience moderate to high occupational stress, with a weighted mean of 3.21 (high). This aligns with the Stress Process Model Theory (Eys et al. (2021)), which links job demands, organizational support, and role expectations to emotional exhaustion and job dissatisfaction. Recent research supports these findings, highlighting high workloads, patient volume, administrative costs, and inadequate institutional support as major stressors (Tiwari & Gupta, 2021; Kim et al., 2022). Furthermore, poor task management, limited career progression, and insufficient financial incentives all contribute to workplace stress (Garcia et al., 2023). In contrast, strong leadership and workplace relationships can improve job retention (Martinez & Lee, 2021). Hospitals must improve work management, provide leadership support, and offer competitive compensation packages to reduce stress and promote employee retention.

Table 7
The Level of Job Satisfaction of Radiologic Technologists

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. I feel fulfilled and satisfied with my role as a radiologic technologist because it allows me to make meaningful contributions to patient care.	3.4	High (Agree)	1
2. I am satisfied with my compensation as it aligns somewhat with the effort, skills, and time I dedicate to my work.	2.89	High (Agree)	10
3. I find satisfaction in my relationship with supervisors because they offer support, guidance, and constructive feedback.	3.25	High (Agree)	3
4. I am satisfied with my recognition for my achievements, which motivates me to perform better.	3.11	High (Agree)	8
5. I am content with the career advancement opportunities available in my organization, as they support my professional growth.	3.15	High (Agree)	5.5
6.I enjoy collaborating with coworkers, contributing to my job satisfaction through effective teamwork and shared success.	3.31	High (Agree)	2
7. I am satisfied with my hospital's policies because they prioritize my well-being, professional development, and work-life balance.	3.07	High (Agree)	9
8. I feel fulfilled with the comprehensive training provided, as it equips me with the skills to perform my job effectively and grow professionally.	3.13	High (Agree)	7
9. I am satisfied that my input is valued in the department, making me feel involved and appreciated in decision-making.	3.24	High (Agree)	4
Average	**3.17**	**High (Agree)**	

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

As shown in Table 7 , the most important factor influencing radiologic technologists' job satisfaction is their sense of accomplishment in making substantial contributions to

patient care, with a weighted mean of 3.40 and a verbal interpretation of High. This suggests that intrinsic motivation from patient-centered care significantly boosts job satisfaction.

Teamwork and collaboration with coworkers are the second most important factors, with a weighted average of 3.31 interpreted as high. This highlights the importance of a positive work environment and strong interpersonal ties in enhancing job satisfaction. Furthermore, satisfaction with supervisory interactions, including direction and constructive feedback, came in third with a weighted mean of 3.25 and was interpreted as high, underscoring the importance of leadership in employee engagement. The data indicate that recognition and opportunities for professional advancement were rated at 5.5, with a mean of 3.15, and were assessed as highly contributing to job satisfaction. However, compensation satisfaction received the lowest grade (2.89), which is interpreted as high. It indicates that financial rewards may not fully meet radiologic technologists' expectations, making it a less motivating factor in overall job satisfaction.

The overall average weighted mean of 3.17, which was assessed as high, suggests that, while radiologic technologists are generally content with their professions, compensation and career advancement opportunities might improve job satisfaction even more. These findings are consistent with Herzberg's Two-Factor Theory, as cited by Karaferis (2022), which distinguishes between motivators (intrinsic variables such as recognition, meaningful work, and career advancement) and hygiene factors (extrinsic elements such as salary and hospital policies). Motivators such as patient care, teamwork, and leadership support performed better in this study, supporting Herzberg's claim that intrinsic characteristics are essential for building long-term job satisfaction. Meanwhile, compensation and hospital policies, which serve as hygiene variables, earned lower scores, indicating that altering them may help reduce discontent but may not necessarily increase motivation. Overall, our findings highlight the need for hospital management to improve remuneration systems, give clear career advancement opportunities, and boost leadership support to improve radiologic technologists' job satisfaction and retention rates.

Table 8
Level of Job Retention of Radiologic Technologists

Indicators	Weighted Mean	Verbal Interpretation	Rank

1. My commitment to staying with my current employer is decisive for the foreseeable future.	2.96	High (Agree)	8
2. The benefits and incentives offered by my employer encouraged me to stay.	2.82	High (Agree)	10
3. My hospital management makes genuine efforts to retain employees like me.	2.91	High (Agree)	9
4. The opportunities for promotion and growth in my organization play a significant role in my decision to stay.	3	High (Agree)	7
5. I am motivated to stay because the organization's working environment is supportive and positive.	3.13	High (Agree)	3
6. My decision to stay is significantly influenced by the support I receive from my team.	3.05	High (Agree)	5
7. My overall work experience at the hospital contributes to my job satisfaction and intention to stay.	3.2	High (Agree)	1
8. I appreciate the balance between work responsibilities and the personal life that my organization provides, which motivates me to stay.	3.11	High (Agree)	4
9. I value the balance between work responsibilities and the personal life that my organization offers, which encourages me to remain employed here.	3.18	High (Agree)	2
10. The stability and job security provided by this hospital strengthen my intention to remain employed here.	3.01	High (Agree)	6
Average		**3.04**	**High (Agree)**

Legend: (Very High/Strongly Agree – 4, High/Agree – 3, Low/Disagree – 2, Very Low/Strongly Disagree – 1)

As shown in Table 3, radiologic technologists' entire work experience significantly influences employment retention, with a weighted mean of 3.20 and a verbal interpretation of High. This demonstrates how outstanding work experiences influence an employee's decision to remain in their current position. Work-life balance, with a weighted mean of 3.18 interpreted as high, is the second highest-ranked component, illustrating the

importance of a healthy balance of professional and personal responsibilities for employee retention. Furthermore, a helpful and positive work environment ranked third with a weighted mean of 3.13 with a verbal interpretation of high, emphasizing the importance of company culture and teamwork in employee commitment.

However, the traits with the lowest ratings include perks and incentives, with a weighted mean of 2.82 interpreted as high; hospital management's retention efforts (2.91) interpreted as high; and long-term commitment to the employer (2.96), interpreted as high. These data suggest that, while employees are generally pleased with their work environment and team support, compensation and management-driven retention strategies might be enhanced. The overall weighted mean of 3.04, which is interpreted as high, indicates that, while radiologic technologists were generally willing to stay in their jobs, their retention could be improved through better financial incentives, clearer career advancement pathways, and proactive management retention strategies.

The findings were consistent with Owolabi et al.'s (2024) Social Exchange Theory, which posits that employees weigh the benefits and costs of their work connections before deciding whether to stay with a business. This hypothesis states that employees are more likely to respond with loyalty and dedication when they see fair compensation, professional progression opportunities, and strong workplace support.

Radiologic technologists were more likely to stay when they had positive employment experiences, supportive coworkers, and a work-life balance that met their needs. However, if individuals believed they were undervalued in compensation, incentives, or recognition, their loyalty to the company decreased. The findings indicated that while intrinsic motivators (such as work experience and support) were beneficial retention variables, extrinsic motivators (such as rewards and incentives) must be addressed to promote long-term retention.

Table 9
Relationship between the Level of Occupational Stress and Level of Job Satisfaction of Radiologic Technologists

Occupational stress	**Pearson-r value**	**p-value**	**Interpretation**
Physical working environment	0.381** Low correlation	0.004	Significant
workload	0.514**	0.000	Significant

	Moderate correlation		
compensation	0.466** Moderate correlation	0.000	Significant
workplace conflicts	0.513** Moderate correlation	0.000	Significant
working conditions,	0.724** Moderate correlation	0.000	Significant

**Significant @ 0.01

Table 9 reveals a statistically significant relationship between occupational stress and job satisfaction among radiologic technologists, with all p-values < 0.01. Working conditions had the most substantial relationship with job satisfaction (r = 0.724, p = 0.000), indicating that managerial support, recognition, and opportunities for career advancement are crucial in ensuring job satisfaction. Workload (r = 0.514), workplace disputes (r = 0.513), and salary (r = 0.466) all revealed moderate relationships, indicating that job dissatisfaction stems from an excessive workload, unresolved conflicts, and insufficient financial incentives. The physical working environment showed the lowest correlation (r = 0.381), demonstrating that, while it influences satisfaction, it is not the most important factor. This means the lesser the respondents' occupational stress level, the higher the level of job satisfaction.

These findings are consistent with Herzberg's Two-Factor Theory (1959), as stated by Karaferis (2022), which differentiates between hygiene factors (external features that prevent dissatisfaction) and motivators (intrinsic variables that increase satisfaction). Compensation, working conditions, and the physical work environment are classified as hygiene factors, which means that enhancing these areas decreases dissatisfaction but does not always increase motivation. On the other hand, workload, workplace connections, and prospects for professional advancement are all important motivators that influence job satisfaction.

Based on these findings, hospitals should strengthen managerial support, address workload concerns, foster healthy workplace relationships, raise compensation, and optimize the physical work environment to reduce stress and improve job satisfaction. Implementing these strategies can help healthcare organizations retain experienced radiologic technologists, increase workplace wellness, and improve patient care quality.

Table 10

Relationship between the Level of Occupational Stress and Level of Job Retention of Radiologic Technologists

Occupational stress	**Pearson r value**	**p-value**	**Interpretation**
Physical working environment	0.419** Moderate correlation	0.001	Significant
workload	0.359**	0.007	Significant

	Low correlation		
compensation	0.642** Moderate correlation	0.000	Significant
workplace conflicts	0.418** Moderate correlation	0.001	Significant
working conditions,	0.642** Moderate correlation	0.000	Significant

**Significant @ 0.01

Table 10 shows a statistically significant relationship between occupational stress and employment retention among radiologic technologists, with all p-values less than 0.01. Occupational stressors with the strongest moderate correlations with job retention were remuneration (r = 0.642, p = 0.000) and working conditions (r = 0.642, p = 0.000). The lesser the level of occupational stress of the radiologic technologist, the higher the level of job retention.

Meanwhile, the physical working environment (r = 0.419, p = 0.001) and workplace disputes (r = 0.418, p = 0.001) showed moderate connections, indicating that a well-maintained and safe work environment and strong interpersonal interactions can aid in retention. However, workload (r = 0.359, p = 0.007) showed the lowest correlation, indicating that, while a heavy workload increases stress, it was not the most important factor influencing employees' decision to stay with their current employer.

These findings were consistent with Social Exchange Theory (SET), as defined by Owolabi et al. (2024), which stated that employees were likelier to stay at their jobs when they saw fair exchanges between their efforts and the incentives they received. Radiologic technologists were more likely to stay if they were satisfied with their compensation, working conditions, and workplace relationships. When pressures outweighed apparent rewards, people sought better opportunities elsewhere.

In light of these findings, hospital administrators should focus on enhancing remuneration structures and workplace conditions, fostering positive work relationships, and creating a safe physical environment to increase employee retention. Healthcare businesses can reduce turnover by addressing these concerns while maintaining a stable and committed workforce.

Table 11
Relationship between the Level of Job Satisfaction and Level of Job Retention of Radiologic Technologists

	Pearson r value	**p-value**	**Interpretation**
The Level of Job Satisfaction and Level of Job Retention of Radiologic Technologists	0.790** Moderate correlation	0.000	Significant

	Pearson r value	p-value	Interpretation

**Significant @ 0.01

Table 11 shows a statistically significant link between job satisfaction and employment retention among radiologic technologists (Pearson r = 0.790, p = 0.000). This suggests that the lower the job satisfaction, the lower the likelihood of individuals staying in their current positions, and the higher the job satisfaction, the greater the likelihood of retention. This implies that the higher the level of job satisfaction of radiologic technologists, the higher their level of job retention.

These findings are consistent with Herzberg's Two-Factor Theory, as cited by Karaferis (2022), which emphasizes the importance of both motivators (e.g., recognition, career advancement, meaningful work) and hygiene factors (e.g., salary, working conditions, job security) in determining job satisfaction and retention. When radiologic technologists feel happy in their roles—through fair compensation, great managerial support, career advancement opportunities, and a positive work environment—they are likelier to stay with their employer. On the other hand, unhappiness with these elements suggests that other options be considered.

Given the strong link between job happiness and retention, hospital administrators should prioritize increasing job satisfaction through competitive remuneration, professional development opportunities, and a positive workplace culture. Healthcare organizations can increase staff retention by addressing these issues, resulting in a more stable and motivated radiology workforce.

Conclusion

The study found that high levels of occupational stress negatively impact job satisfaction and retention. Despite high levels of stress, respondents demonstrated strong job satisfaction and retention tendencies, highlighting the importance of pay, workplace support, and career advancement in mitigating the negative effects of stress. Hospitals should implement strategies to reduce stress, boost employee satisfaction, and improve retention efforts.

Proposed Action Plan to Reduce Occupational Stress, Improve Job Satisfaction, and Enhance Job Retention of Radiologic Technologists

Rationale

The study found that occupational stress has a substantial impact on radiologic technologists' job satisfaction and retention. High workloads, workplace conflicts, and compensation concerns are among the most common stressors, yet job satisfaction is strongly linked to recognition, professional growth possibilities, and work-life balance. To address these difficulties, an action plan is needed to improve working conditions, provide competitive compensation, and foster a healthy work environment. Implementing these strategies can assist hospitals in improving job satisfaction, reducing stress, and promoting retention among radiologic techs in Laguna.

Occupational Stress Management

Areas of Concern	Strategy/ Tasks	Person(s) Responsible	Time Frame	Resources	Success Indicator
Physical working environment	Upgrade radiological equipment and improve workstation conditions.	Facilities and Equipment Team	Annually	New Equipment Procurement	100%Improved working conditions and reduced machine-related delays
Workload management	To avoid an excessive workload, implement equitable shift scheduling and task allocation strategies.	HR Department, Radiology Department Head	Quarterly	Shift Management software	At least of At least 75%-80%staff report manageable workloads
Compensation concerns	Compare salaries to industry averages and alter benefit packages accordingly.	Finance Department, HR Department	Annually	Salary Survey	At least 80% of employees express satisfaction with compensation
Workplace conflicts	Strengthen workplace relationships through team-building exercises and dispute resolution training.	HR Department	Bi-Annually	Training Modules	At least 85% of employees report better interpersonal relationships

Enhancing Job Satisfaction

Areas of Concern	Strategy/ Tasks	Person(s) Responsible	Time Frame	Resources	Success Indicator
Professional development	Offer continuous training and certification programs for radiologic technologists	HR Department, Training Coordinators	Quarterly	Online Learning Platforms, Training Manuals	At least 90% of employees attend training programs
Employee recognition	Establish an employee rewards and recognition program	HR Department, Hospital Management	Quarterly	Awards, Incentives	At least 85% of employees feel valued and recognized.
Work-life balance	Implement flexible scheduling and	HR Department	Ongoing	Wellness Programs	With 70%-80% of staff reporting

	mental health support programs				better work-life balance and lower stress levels, burnout has decreased, leading to higher job satisfaction rates.
Career Advancement	Provide clear career progression pathways and mentorship programs	HR Department, Department Heads	Bi-Annually	Career Development Plans	At least 80% of employees see opportunities for growth

Improving Job Retention

Areas of Concern	**Strategy/ Tasks**	**Person(s) Responsible**	**Time Frame**	**Resources**	**Success Indicator**
Retention strategies	Conduct exit interviews and develop retention programs based on employee feedback	HR Department	Ongoing	**Annually**	Decreased turnover rate by at least 15%
Job security and stability	Strengthen employment contracts and long-term benefits for employees	HR Department, Legal Team	Annually Policy Review Documents	Policy Review Document	At least 80% of employees express confidence in job stability
Work-life balance	Implement flexible scheduling and mental health support programs	HR Department	Ongoing	Wellness Programs	≥ 70% of staff report improved work-life balance Reduced burnout and improved job satisfaction rates
Supportive work environment	Foster a culture of teamwork and open communication	HR Department, Supervisors	Ongoing	Employee Feedback Sessions	Increased employee engagement and satisfaction

Recommendations

To effectively address the issues of stress, job satisfaction, and retention among radiologic technologists, the institution has instituted policies to mitigate occupational stress. These policies emphasize equitable workload distribution, the promotion of effective leadership, the provision of competitive compensation, and the development of a positive work environment. To enhance employee satisfaction, offering competitive salaries, ensuring timely compensation, implementing performance-based incentives, and creating pathways for career advancement, including promotion opportunities, is crucial. Additionally, prioritizing the improvement of working conditions, addressing wage disparities, and fostering work-life balance are essential strategies for retaining staff. Moreover, enhancing compensation packages and establishing clear retention policies is imperative. By fostering a positive work environment, the institution can elevate employee morale and retention rates while reducing stressors, such as excessive workloads and interpersonal conflicts.

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