

Workload, Team Dynamics, and Job Satisfaction among Radiologic Technologists in Selected Hospitals in Laguna

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Abstract

Radiologic technologists are essential to healthcare, working under pressure to provide accurate diagnostic images. Their job satisfaction directly influences employee retention and patient care quality, as emphasized by Stempniak (2023). This study examines the relationship between workload, team dynamics, and job satisfaction among radiologic technologists in selected hospitals in Laguna, utilizing data from 80 technologists through a structured questionnaire. The findings show that the workload is manageable, with positive feedback on patient engagement, duty hours, and task complexity. Team dynamics are strong, although employee retention remains a challenge. Job satisfaction is high, especially concerning service quality and professional development opportunities; however, salary satisfaction is a significant concern. The study reveals positive correlations between workload, team dynamics, and job satisfaction. This suggests hospitals must adopt strategies to improve workload management, promote teamwork, and address compensation issues to enhance job satisfaction. By fostering a supportive work environment, healthcare organizations in Laguna can improve employee retention and ensure high-quality patient care.

Keywords: Workload, Team Dynamics, Job Satisfaction, Radiologic Technologists

Introduction

Radiologic technologists are integral components of healthcare, often working under stress for extended periods to provide high-quality images for diagnostic purposes. As highlighted by Stempniak (2023), job satisfaction among radiologic technologists is a central factor in employee retention and, by extension, patient care. Most factors influencing job satisfaction among radiologic technologists relate to workload and team dynamics.

The significant causes of burnout among radiologic technologists include increasing workloads, long hours, and repetitive tasks (Shubayr et al., 2022). The COVID-19 pandemic and rising demands for imaging have made burnout more common in recent times. Proper staffing levels and structured schedules are the keys to overcoming these challenges. Workplaces have become increasingly complex and uncertain, requiring companies to

reinvent themselves and innovate continuously (Ingusci, 2021). Radiologic technologists are trained on the applications of several imaging modalities, including X-rays, MRI, CT, ultrasounds, and mammography. The technical requirements are different for each modality, so the workload is continually mixed up during their shifts (American College of Radiology, 2024). This has translated to larger volumes of images and even recent increases in complex studies. The need for such is likely to increase pressure on radiologic technologists regarding heavier workloads that could be accompanied by a potential lack of accuracy and security for the patient (Seidel, 2024). The job's physical demands include long hours of standing, lifting, and positioning patients to maximize their comfort and maintain airway pressure, as well as moving heavy equipment. Radiologic technologists have to lift patients weighing up to 45 pounds numerous times per hour to aid in positioning, which can cause strain and injury to body parts (Rubin, 2024). Long hours at work and irregular shift patterns tend to cause the RTs to experience fatigue and burnout. Such factors can impair their health, including efficiency and performance (Shubayr et al., 2022).

Teamwork is a determinant of patient safety, job satisfaction, and patient outcomes, and interprofessional and interdisciplinary healthcare education play relevant roles in the different domains that affect team performance (Parra, 2023). RTs usually work with radiologists, nurses, and other health professionals to achieve the right imaging and patient care. This teamwork is critical in achieving the correct diagnosis and treatment plan (Gurnick, 2024). Communication is also an essential factor in the radiology department. Radiographers need to provide clear information to patients and other healthcare professionals about procedures involving the patient and the imaging outcomes to foster an environment of cooperation (Rasmussen, 2021). Radiologic technologists are the backbone of the imaging procedure, ensuring safety. They have to collaborate with physicians to select the right imaging techniques and protocols, which demands solid team cohesion and mutual trust among those involved (Emerson, 2024). The efficient radiological team often requires collaborative problem-solving when equipment breaks down or an unanticipated patient need arises. Collaboration ensures workflow and quality of care (ASRT, 2024).

Job satisfaction is one of the key factors among the healthcare workforce and is very significant to the radiologic technologists in this field because it relates to their performance concerning the patients (Stempniak, 2023)—good relations with colleagues and teamwork influence job satisfaction. A high job satisfaction outcome results from a supportive environment where radiologic technologists feel valued and supported (Gurnick, 2024). The workload has to be balanced with available resources. A high workload without adequate support leads to stress and burnout, reducing job satisfaction (Baghini, 2024). The physical and psychological work environment contributes significantly to job satisfaction. An excellent working environment with proper facilities enhances the job satisfaction of radiologic technologists, whereas poor working conditions reduce it (Aljondi et al., 2022). Effective leadership also determines job satisfaction. The support and open communication from good leadership contribute to higher job satisfaction among RTs, according to (Shubayr et al. 2022).

The gaps in these studies revealed a lack of specific interest in the issues of radiologic technologists, a narrow conception of how workload and teams interact to influence job satisfaction, and a lack of exploration of the implications for this profession. This opens up further investigation into which of these variables specifically and uniquely affects the job

satisfaction of radiologic technologists. Although many previous studies have investigated the effects of workload and team dynamics on job satisfaction in various healthcare settings, a particular need has emerged for additional research that focuses more specifically on radiologic technologists. Few studies have investigated the interaction between the two factors influencing job satisfaction.

This research explores the interaction between workload, team dynamics, and job satisfaction of Radiologic Technologists in selected hospitals in Laguna, providing a new approach to understanding how these variables together affect professional wellbeing in a stress-high healthcare setting. In contrast to existing research that usually examines these variables independently, this research combines them to disclose their combined effect on job satisfaction and overall workplace dynamics. By examining radiologic technologists in particular—a high-risk but under-researched group in healthcare—this study fills a gap in the literature with targeted findings that can be used to inform evidence-based interventions. The results seek to empower healthcare administrators with research-based solutions to prevent burnout, promote constructive team interactions, and increase job satisfaction, leading to improved retention rates and patient care quality. This research not only adds to the body of academic literature on employee well-being but also provides practical recommendations for maximizing the work environment in radiology departments. Understanding the relationship between workload, team dynamics, and job satisfaction was essential in optimizing workplace conditions, improving employees' working morale, and resulting in better patient care.

Methodology

A descriptive-correlational research design examined the relationships between workload, team dynamics, and job satisfaction. Eighty radiologic technologists from selected hospitals in Laguna participated in the study. These hospitals were chosen based on their size, patient volume, and range of services offered.

Data were collected using a structured questionnaire divided into three main sections: workload, team dynamics, and job satisfaction. Workload was assessed based on patient interaction, duty hours, and task complexity. Questions in this section focused on the frequency and intensity of patient contact, the length and variability of working hours, and the complexity and variety of tasks performed. Team dynamics were evaluated based on teamwork, operational management, a healthy working environment, and employee retention. Job satisfaction was measured based on quality of service, salary, and professional growth. Statistical analysis included descriptive statistics to summarize the demographic characteristics of the participants and the levels of workload, team dynamics, and job satisfaction. Pearson correlation analysis determined the relationships between workload, team dynamics, and job satisfaction.

Results and Discussion

Discussions of the workload, team dynamics, and job satisfaction among radiologic technologists in selected hospitals in Laguna are presented in the following tables and narrative presentations:

Radiologic Technologist Workload

Table 1

Respondents' Workload: Patient Interaction

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologist communicates with patients in a way they understand.	3.95	Manageable workload	1
2. The radiologic technologist believes that building rapport with patients positively impacts the outcomes of radiologic procedures.	3.91	Manageable workload	2
3. The Radiologic technologist thinks that patient anxiety levels affect how they approach interactions during procedures.	3.83	Manageable workload	3
4. The radiologic technologist handles every patient with respect and dignity, regardless of their background.	3.81	Manageable workload	4.5
5. The Radiologic technologist demonstrates professionalism in behavior and appearance.	3.81	Manageable workload	4.5
General Weighted Mean	3.86	Manageable workload	

Legend: (Strongly Agree/Manageable Workload, Agree/Challenging Workload, Slightly Agree/Burdensome Workload, Disagree/Severely Overburdened Workload.)

Table 1 shows how radiologic technologists view workload in patient interaction. Rank 1 is indicator 1, "Radiologic technologist communicates with patients in a way that they can understand," showing that radiologic technologists value effective and clear communication. Communication plays a crucial role in patient cooperation and comprehension during radiologic procedures. The final rank of 4.5 falls under tied indicators 4 "The Radiologic Technologist handles every patient with respect and dignity regardless of their background," and 5 "The Radiologic Technologist demonstrates professionalism in behavior and appearance." Respect, dignity, and professionalism form the basis of radiologic technologists' profession.

The findings showed that the radiologic technologists' perceived workload concerning patient interaction. The weighted mean of 3.86 indicates that the respondents generally perceive their workload in this area as manageable. The findings suggest that radiologic technologists in the study perceive their workload related to patient interaction as manageable and prioritize effective communication, rapport building, and professional conduct in their patient care.

The prioritization of communication and rapport-building aligns with existing literature emphasizing the role of interpersonal skills in healthcare. According to Cole et.al (2023) effective communication within healthcare is very important in enhancing patient safety and the quality of care. It builds trust and a feeling of safety among patients, which clinicians develop through active listening, open questioning, and empathic communication.

Table 2

Respondents' Workload: Duty Hours

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologist assesses that their duty hours are sufficient to fulfill their responsibilities within their healthcare role.	3.85	Manageable workload	1
2. The radiologic technologist has adequate breaks during their shifts, supporting their well-being and performance in the healthcare setting.	3.31	Manageable workload	4
3. The radiologic technologist perceives their workload as being distributed evenly throughout their duty hours, contributing to efficient patient care.	3.25	Manageable workload	5
4. The radiologic technologist believes that their current duty hours facilitate a balance between their work responsibilities and personal time, promoting a healthy work-life integration.	3.41	Manageable workload	2
5. The radiologic technologist considers the overall workload during their duty hours to be fair and reasonable, ensuring sustainable and effective healthcare delivery.	3.40	Manageable workload	3
General Weighted Mean	3.44	Manageable workload	

Legend: (Strongly Agree/Manageable Workload, Agree/Challenging Workload, Slightly Agree/Burdensome Workload, Disagree/Severely Overburdened Workload.)

Table 2, shows the respondents' workload in duty hours, and the top-ranked indicator is "Radiologic technologist assesses that their duty hours are sufficient to fulfill the responsibilities assigned to them within their healthcare role." (Indicator 1) with a weighted mean of 3.85, which translates to "manageable workload." This indicates that respondents feel their duty hours are adequate to accomplish their responsibilities, indicating good scheduling or reasonable workloads. The lowest ranked indicators are in indicator 3, which states, "Radiologic technologists perceive their workload as being distributed evenly throughout their duty hours, contributing to efficient patient care," with a weighted mean of 3.25. These ratings indicate that although respondents generally agree with these statements, there is potential for improvement in offering sufficient breaks and having even workload distribution.

The data above indicated the radiologic technologists' perceived workload related to their duty hours. The weighted mean of 3.44 suggests respondents perceive their duty-hour workload as manageable. However, a closer look at the individual indicators reveals nuances in their perceptions. So, there may be room for improvement in providing adequate breaks and ensuring even workload distribution.

A study by Alharbi et al. (2022) points out that appropriate workloads and adequate breaks are essential to sustaining job satisfaction and avoiding burnout among healthcare workers, including radiologic technologists.

Table 3

Respondents' Workload: Task Complexity

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The number of patients I handle daily is manageable for me.	3.89	Manageable workload	1
2. The radiologic technologists appreciate that the imaging procedures assigned to me are evenly distributed throughout the workday.	3.72	Manageable workload	2
3. The radiologic technologist's workload is structured to allow them to complete their shift without experiencing undue physical strain.	3.51	Manageable workload	4
4. The volume of my workload has an impact on my stress levels.	3.55	Manageable workload	3
5. The radiologic technologist can maintain a good work-life balance due to their manageable workload.	3.34	Manageable workload	5
General Weighted Mean	3.60	Manageable workload	

Legend: (Strongly Agree/Manageable Workload, Agree/Challenging Workload, Slightly Agree/Burdensome Workload, Disagree/Severely Overburdened Workload.)

As indicated in Table 3, rank 1 declined from indicator 1, "The number of patients I handle daily is manageable for me." This may indicate efficient workload allocation or sufficient staff levels in their working environments. Measure 5, "Radiologic technologists can maintain a good work-life balance due to their manageable workload," received rank 5, suggesting that it is difficult for some respondents to maintain a work-life balance despite their perception of a manageable workload.

The information above reveals the radiologic technologists' perceived workload concerning task complexity. The average weighted mean of 3.60 indicates that the respondents perceive their workload in this area as manageable but has scope for improvement, especially with work-life balance.

Zhang et al. (2022) highlight the need for workload balance to avoid burnout and enhance job satisfaction among healthcare professionals. Proper staffing, flexible work schedules, and support systems can alleviate such issues and promote overall job satisfaction.

Table 4

Summary Table of the Respondents' Workload

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Patient Interaction	3.86	Manageable workload	1
2. Duty Hours	3.44	Manageable workload	3
3. Task Complexity	3.60	Manageable workload	2
General Weighted Mean	3.63	Manageable workload	

Consistent with the findings from the survey, radiologic technologists in the sample hospitals in Laguna strongly agree with the workload indicators given. Indicator 1, "Patient interaction," was topped by their rankings (weighted mean of 3.86), indicating that this work area was a critical part of their workload experience. Indicator 2 "Duty hours," although still within the "strongly agree" score (weighted mean of 3.44), ranks last among the three indicators.

The overall weighted mean of 3.63 also highlights the radiologic technologists' strong consensus regarding the indicators included in their workload. This implies that the radiologic technologists' perceived workload across three variables—patient interaction, duty hours, and task complexity—is as manageable as possible.

The top ranking of patient interaction may indicate the challenging nature of communication and care needed in radiology, particularly with anxious or painful patients. In line with a study by Swarnakar et al. (2021), good communication skills are crucial in radiology but can also lead to emotional labor and perceived workload.

Radiologic Technologist Team Dynamics

Table 5

Respondents' Team Dynamics: Team Work

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The Radiologic Technologist is comfortable discussing concerns or ideas with their colleagues.	3.85	High positive team dynamics	1
2. The Radiologic Technologist has observed that miscommunication does not often impact team performance in their workplace.	3.59	High positive team dynamics	5
3. The Radiologic Technologist works collaboratively with their colleagues to achieve common goals.	3.72	High positive team dynamics	2
4. The Radiologic Technologist works collaboratively with their colleagues to achieve common goals.	3.68	High positive team dynamics	4
5. The Radiologic Technologist trusts their team members to fulfill their responsibilities effectively.	3.69	High positive team dynamics	3
Overall Weighted Mean	3.71	High positive team dynamics	

Legend: (Strongly Agree/ High positive team dynamics, Agree/Moderate positive team dynamics, Disagree/Moderate negative team dynamics, Strongly Disagree/High negative team dynamics.)

Table 5 shows the top-ranked indicator (weighted mean of 3.85) 1: "Radiologic technologists are comfortable discussing concerns or ideas with their colleagues." This reflects a psychologically safe climate where technologists can express themselves and bring up issues. The lowest-ranked indicator (weighted mean of 3.59) 2, "Radiologic technologists have observed that miscommunication does not often impact team performance in their workplace." is related to the perception that miscommunication does not frequently affect team performance.

The total weighted mean for team dynamics about teamwork is 3.71, which is verbally translated as "high positive team dynamics.". This indicates that, on average, the radiologic technologists in selected hospitals in Laguna perceive teamwork positively in their units, which is characterized by open communication, collaboration, trust, and respect.

One study published in the Journal of Allied Health recently identified that good communication and psychological safety of healthcare teams are directly related to better patient outcomes and less workplace stress (Johnson et al., 2023). When team members can freely communicate ideas and concerns without fear; it builds an active approach to problem-solving and innovation.

Table 6
Respondents’ Team Dynamics: Operational Management

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Tasks and responsibilities are observed to be distributed equally among the Radiologic technologists s team members.	3.81	High positive team dynamics	1
2. The radiologic technologist feels supported in managing challenges in their work.	3.61	High positive team dynamics	2.5
3. The radiologic technologist's team consistently meets performance standards and deadlines.	3.61	High positive team dynamics	2.5
4. The radiologic technologist expresses satisfaction with the resources available within their department.	3.43	High positive team dynamics	5
5. The radiologic technologist believes that their team communicates clearly to ensure smooth operations within the department.	3.52	High positive team dynamics	4
Overall Weighted Mean	3.60	High positive team dynamics	

Legend: (Strongly Agree/ High positive team dynamics, Agree/Moderate positive team dynamics, Disagree/Moderate negative team dynamics, Strongly Disagree/High negative team dynamics.)

As shown in Table 6, the highest-ranked indicator is 1. “Tasks and responsibilities are observed to be distributed equally among the radiologic technologist's team members.”

(3.81) suggests that radiologic technologists perceive a fair distribution of workload within their teams. While the lowest-ranked indicator was 4, "The radiologic technologist expresses satisfaction with the resources available within their department." This could encompass various aspects, such as equipment, staffing levels, or training opportunities.

The overall weighted mean for respondents' team dynamics in operational management is 3.60, corresponding to a "high positive team dynamics" verbal interpretation. This suggests that, on average, radiologic technologists in the selected hospitals in Laguna have a positive perception of their team's operational management characterized by equitable task distribution, support, and adherence to standards.

A study by Park et al. (2023) in the Journal of Applied Health Management found that perceived workload equity significantly predicted job satisfaction and lower turnover intentions among healthcare professionals.

Table 7

Respondents' Team Dynamics: Healthy Working Environment

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologist observes a sense of camaraderie and mutual support within their workplace.	3.83	High positive team dynamics	1
2. The radiologic technologist reports that successes and accomplishments are regularly celebrated with their colleagues.	3.49	High positive team dynamics	2.5
3. The radiologic technologist believes that they have opportunities to grow and learn from their colleagues.	3.47	High positive team dynamics	4
4. The radiologic technologist acknowledges that the team dynamic influences job satisfaction.	3.49	High positive team dynamics	2.5
5. The radiologic technologist feels that their workplace fosters an environment that promotes healthy team dynamics.	3.41	High positive team dynamics	5
Overall Weighted Mean	3.54	High positive team dynamics	

Legend: (Strongly Agree/ High positive team dynamics, Agree/Moderate positive team dynamics, Disagree/Moderate negative team dynamics, Strongly Disagree/High negative team dynamics.)

In Table 7, the highest scoring is indicator 1, "Radiologic technologists observe a sense of camaraderie and mutual support within their workplace." A 3.83 weighted mean indicates that these radiologic technologists have a high sense of belongingness with their colleagues. The lowest ranking metric was 5: "The Radiologic Technologist feels that their workplace fosters an environment that promotes healthy team dynamics." A 3.41 weighted mean is intriguing in that while people feel camaraderie, they might think the organization could do better at actively building team dynamics.

The overall weighted mean for respondents' team dynamics in operational management is 3.60, corresponding to a "high positive team dynamics" verbal interpretation. This suggests that radiologic technologists in the selected hospitals in Laguna positively perceive their team dynamics in terms of a healthy working environment characterized by camaraderie, support, and opportunities for growth.

Research conducted by Park et al. (2023) in the Journal of Applied Health Management identified a positive team atmosphere as a predictor of job satisfaction among healthcare professionals. The research highlighted that friendly relationships and mutual respect among workers foster a feeling of belonging and minimize burnout, resulting in increased job satisfaction.

Table 8
Respondents' Team Dynamics: Employee Retention

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologists find that the feedback provided by their supervisor supports them in enhancing their performance.	3.76	High positive team dynamics	1
2. The radiologic technologist is motivated to pursue new organizational challenges.	3.58	High positive team dynamics	2
3. The Radiologic technologist perceives that their organization prioritizes employee retention and implements measures to enhance it.	3.31	High positive team dynamics	3
4. The radiologic technologists envision continuing to work with this organization for five years.	2.97	Moderate positive team dynamics	5
5. The Radiologic technologist feels that the benefits provided by the organization meet their needs.	3.01	Moderate positive team dynamics	4
Overall Weighted Mean	3.33	High positive team dynamics	

Legend: (Strongly Agree/ High positive team dynamics, Agree/Moderate positive team dynamics, Disagree/Moderate negative team dynamics, Strongly Disagree/High negative team dynamics.)

Table 8 shows the top-ranked indicator was 1: "Radiologic technologists found that the feedback provided by their supervisor supports them in enhancing their performance." A weighted mean of 3.76 indicates constructive feedback was essential in creating a good team culture and encouraging employee retention. Although on the "Moderate positive team dynamics" side, the lowest-ranked indicator was 4: "The Radiologic Technologist envisions themselves continuing to work with this organization for the next five years." With a weighted mean of 3.01. indicating possible fields of improvement in long-term dedication and employee reward.

Based on the above data, the team dynamics weighted mean concerning employee retention of the radiologic technologist in the selected hospitals in Laguna is 3.33, with "high

positive team dynamics" to the statements on team dynamics and employee retention. This implies that the radiologic technologists in the study positively perceive team dynamics as related to employee retention. Still, potential concerns about long-term commitment and the adequacy of benefits need to be addressed.

Kim et al. (2023) conducted a study that established that frequent, positive feedback significantly enhances employee motivation and turnover rates in healthcare environments. This points to the need for good communication and mentoring within teams.

Table 9

Summary Table of the Respondents' Team Dynamics

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Teamwork	3.71	High positive team dynamics	1
2. Operational Management	3.60	High positive team dynamics	2
3. Healthy Working Environment	3.54	High positive team dynamics	3
4. Employee Retention	3.33	High positive team dynamics	4
Overall Weighted Mean	3.54	High positive team dynamics	

Legend: (Strongly Agree/ High positive team dynamics, Agree/Moderate positive team dynamics, Disagree/Moderate negative team dynamics, Strongly Disagree/High negative team dynamics.)

The overall weighted mean for team dynamics among radiologic technologists in selected hospitals in Laguna, as shown in Table 9, was 3.54, which was verbally interpreted as "high positive team dynamics." This suggests that the respondents have a positive perception of their team dynamics.

Indicator 1, "Teamwork," got the highest ranking with a 3.71 weighted mean, suggesting that radiologic technologists in Laguna hospitals likely experience good collaboration, mutual support, and a sense of shared responsibility in their daily tasks. While indicator 4, "Employee Retention," got the lowest ranking with a weighted mean of 3.33 with a "high positive team dynamics," verbal interpretation suggests there may be concerns about factors influencing technologists' decisions to stay in their current positions. This could suggest potential concerns about long-term commitment and the perceived adequacy of benefits. This indicates a need for organizations to review their retention strategies and address factors that may influence employees' decisions to stay with the organization.

A study by Dela Cruz et al. (2023) emphasizes the crucial role of teamwork in high-stress environments like radiology. Effective communication, mutual respect, and shared decision-making within teams have been linked to reduced errors and increased job satisfaction.

Radiologic Technologists' Level of Job Satisfaction

Table 10

Respondents' Level of Job Satisfaction: Quality of Service

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologist's workload allows them to provide adequate attention to each patient.	3.80	Very High	1
2. The radiologic technologist is satisfied with their training level, which ensures high-quality service delivery.	3.72	Very High	2
3. The radiologic technologist believes that the policies in their workplace support the delivery of quality radiologic services.	3.61	Very High	3
4. The radiologic technologist feels that safety protocols in their workplace are strictly followed, ensuring a high standard of care.	3.55	Very High	5
5. The radiologic technologist feels confident in their ability to handle complex cases effectively, with the support of their workplace.	3.56	Very High	4
Overall Weighted Mean	3.65	Very High	

Legend: (Strongly Agree/Very High, Agree/High, Disagree/Low, Slightly Disagree/Very Low)

Table 10 showed that indicator 1, "Radiologic technologist's workload allows them to provide adequate attention to each patient," ranked the highest (3.80), suggesting that managing workload to provide sufficient patient care is a significant factor in their job satisfaction. Conversely, indicator 4, "The Radiologic Technologist feels that safety protocols in their workplace are strictly followed, ensuring a high standard of care," ranked the lowest (3.55), indicating that while still considered a "very high" level of satisfaction, safety protocols might be an area needing attention to improve job satisfaction further.

The overall weighted mean for respondents' job satisfaction level concerning service quality was 3.65, which was verbally interpreted as "very high." This suggests that radiologic technologists in the selected hospitals in Laguna have a very high level of job satisfaction regarding their service quality. The strong perceptions regarding workload, training, and supportive policies suggest that the organizations effectively support technologists in providing quality care.

A study by Kim & Lee (2023) found that manageable workloads and robust safety measures significantly contribute to higher job satisfaction among healthcare professionals, as these factors reduce stress and improve the quality of patient care.

Table 11

Respondents' Level of Job Satisfaction: Salary

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. The radiologic technologist is satisfied with the benefits offered by their employer.	3.34	Very High	1
2. The radiologic Technologist believes their compensation aligns with their qualifications and experience.	3.10	High	2
3. The radiologic technologist perceives transparency in how salaries are determined and adjusted in their workplace.	3.05	High	3
4. The radiologic technologist feels their salary provides financial stability and security.	2.59	High	4
5. The radiologic technologist's financial well-being is supported by their current salary	2.52	High	5
Overall Weighted Mean	2.92	High	

Legend: (Strongly Agree/Very High, Agree/High, Disagree/Low, Slightly Disagree/Very Low)

The weighted mean overall for job satisfaction concerning salary is 2.92, which is "high." This indicates that the radiologic technologists surveyed in the chosen hospitals in Laguna are generally content with their salaries.

The results in table 11 show that indicator 1, "Radiologic technologists are satisfied with the benefits offered by their employer." ranks the highest with a 3.34 weighted mean verbally interpreted as "very high," indicating that benefits play a significant role in their job satisfaction. However, indicator 5, "Their current salary supports the radiologic technologist's financial well-being." has a weighted mean of 2.52 with a "high" verbal interpretation, which indicates that the respondents' satisfaction is lower when it comes to their perception of financial stability and security provided by their salary.

In a study, Sanusi et al. (2024) established that workers whose salary pays enough to feel financially secure exhibit higher job satisfaction. (Park & Kim 2023) emphasized that in those jobs that have relatively good pay, issues regarding long-term financial security can influence job satisfaction.

Table 12

Respondents' Level of Job Satisfaction: Professional Growth

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Radiologic technologists have opportunities to develop their skills and knowledge in their field.	3.69	Very High	1
2. The radiologic technologist's workplace supports their professional growth.	3.61	Very High	2
3. The radiologic technologist feels encouraged to pursue additional certifications or education.	3.48	Very High	3.5
4. The radiologic technologist's workplace fosters a learning environment for employees.	3.43	Very High	5
5. The radiologic technologist is confident that they will achieve their career aspirations within their current organization.	3.48	Very High	3.5
Overall Weighted Mean	3.54	Very High	

Legend: (Strongly Agree/Very High, Agree/High, Disagree/Low, Slightly Disagree/Very Low)

The overall weighted mean for respondents' level of job satisfaction regarding professional growth is 3.54, which was verbally interpreted as "very high." This suggests that radiologic technologists in the selected hospitals in Laguna are highly satisfied with the opportunities and support they receive for their professional development.

Indicator 1: "Radiologic technologists have opportunities to develop their skills and knowledge in their field." ranked the highest (weighted mean of 3.69), indicating that radiologic technologists highly value and perceive that they have sufficient opportunities to enhance their expertise. Indicator 4 stated that the radiologic technologist's workplace fosters a learning environment for employees." received the lowest rank (weighted mean of 3.43), means for fostering a learning environment and confidence in achieving career aspirations suggest that there may be opportunities for further improvement in these areas.

According to a study by Seo et al. (2021), which investigated factors influencing job satisfaction among nurses, opportunities for skill development and career advancement were strong predictors of job satisfaction. Similarly, a study by Park and Kim (2022) on hospital employees found that organizational support for professional growth was positively associated with higher job satisfaction and reduced turnover intentions.

Table 13

Summary Table of the Respondents' Level of Job Satisfaction

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Quality of Service	3.65	Very High	1
2. Salary	2.92	High	3
3. Professional Growth	3.54	Very High	2
Overall Weighted Mean	3.32	Very High	

The overall weighted mean for job satisfaction among radiologic technologists in the selected hospitals in Laguna is 3.32, which is interpreted as "very high." This suggests that the respondents reported a high level of satisfaction with their jobs. This implies that radiologic technologists are likely satisfied by delivering excellent patient care and contributing to accurate diagnoses. The feeling of making a tangible positive impact on patients' lives can be a strong motivator.

Table 13 shows that indicator 1, "Quality of Service," had a weighted mean of 3.65 with a verbal interpretation of "very high," suggesting that radiologic technologists may find great satisfaction in providing high-quality patient care and contributing to accurate diagnoses. While indicator 2, "salary," ranked last and had a weighted mean of 2.92, which was verbally interpreted as "High," may indicate that while radiologic technologists are generally satisfied with their salaries, it is the area with the most potential for improvement of the organizations to review their compensation packages and address potential issues related to pay.

(Ahmad et al., 2023) indicates that healthcare professionals' job satisfaction is strongly tied to their ability to deliver high-quality patient care. While Thompson et al. (2024) show, healthcare workers often prioritize service quality and professional development over monetary compensation.

Table 14

Relationship Between the Respondents' Workload and Team Dynamics

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Workload and team dynamics	r=.566 (moderate correlation)	.000*	H ₀ rejected	Significant
*Significant @.01				

For the relationship between the respondents' workload and team dynamics, a Pearson's r value of .566 was obtained, indicating a positive and moderate correlation. Meanwhile, the probability value was .000, lower than the significance test at .01. This shows enough statistical evidence to reject the null hypothesis, indicating a significant relationship between the variables. This finding suggests a notable relationship between workload and team dynamics. Specifically, team dynamics tend to improve as workload increases, and vice versa. This could be attributed to the fact that when faced with an increased workload, team members may be more likely to collaborate, communicate effectively, and support each other to manage the demands.

A study by Fapojuwo & Taiwo (2024) found that effective workload management can foster better communication and collaboration, leading to improved team performance and, consequently, team dynamics. This could be because team members are more likely to support each other and work cohesively when the workload is perceived as manageable and distributed.

Table 15

Relationship Between the Respondents' Workload and Level of Job Satisfaction

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Workload and job satisfaction	r=.498 (moderate correlation)	.000*	H ₀ rejected	Significant
*Significant @.01				

For the relationship between the respondents' workload and level of job satisfaction, a Pearson's r value of .498 was obtained, indicating a positive and moderate correlation. Meanwhile, the probability value was .000, lower than the significance test at .01. This shows enough statistical evidence to reject the null hypothesis, indicating a significant relationship between the variables. This means the more manageable the workload, the higher the respondents' job satisfaction level. This could be attributed to the fact that a manageable workload can lead to a sense of teamwork, adaptability, accomplishment, and job satisfaction.

A study (Kim et al., 2023). found a statistically significant correlation between workload and job satisfaction among nurses. The study highlights that while a manageable workload can foster engagement and satisfaction, excessive workload leads to burnout and decreased satisfaction.

Table 16

Relationship Between the Respondents' Team Dynamics and Level of Job Satisfaction

Variables	Statistical Treatment (Pearson's)	p-value	Decision	Interpretation
Team dynamics and job satisfaction	r=.704 (high correlation)	.000*	H ₀ rejected	Significant
*Significant @.01				

For the relationship between the respondents' team dynamics and level of job satisfaction, a Pearson's r value of .704 was obtained, indicating a positive and high correlation. Meanwhile, the probability value was .000, lower than the significance test at .01. This shows enough statistical evidence to reject the null hypothesis, indicating a significant relationship between the variables. This means that the better the respondents' team dynamics, the higher the level of job satisfaction. This could be attributed to positive team dynamics, such as effective communication, collaboration, and support, creating a more satisfying work environment.

Teamwork and job satisfaction are significant contributors to patient and staff safety. Effective teamwork has been linked with higher job satisfaction, and job satisfaction has been

reported to have a strong positive association with nurses’ intent to leave work and turnover (Bragadóttir, 2023).

Conclusion

This research determines that workload and team dynamics have a great impact on job satisfaction among radiologic technologists in some hospitals in Laguna. These results support the literature citing the importance of these variables in healthcare environments (Hafeez et al., 2021; Bartram et al., 2023). By concentrating on the interaction between these variables, hospitals can develop an action plan for a healthy work environment, improve communication processes, and resolve compensation issues to achieve maximum job satisfaction and well-being of radiologic technologists.

Table 17

Proposed Action Plan to Sustain the Workload, Team Dynamics, and Job Satisfaction among Radiologic Technologists in Selected Hospitals in Laguna

Area of Concern	Strategy/Task	Person(s) Responsible	Time Frame	Source of Budget	Resources	Resources/Budget Allocation	Success Indicator
Workload Management	Implement a workload assessment tool to sustain manageable workloads	Hospital Administration	3 months	Annual Operational Budget	SOP Manual	₱1,500.00	98% of staff report manageable workload
	Maintain flexible scheduling options to reduce stress	HR Department	6 months	NA	Scheduling Software/Program	NA	98% employee satisfaction with scheduling
Team Dynamics Improvement	Organize regular team-building workshops to maintain collaboration	Head of Training, Radiology Department	Quarterly	Annual Operational Budget	Funding for attending conferences	₱5,000.00	98% of staff report improved teamwork
	Sustain a mentorship program to support new staff	Chief and Senior Radiologic Technologists	4 months	Annual Operational Budget	SOP, Manual, Training materials	₱1,000.00	98% participation rate in mentorship
Enhancing Job Satisfaction	Conduct regular job satisfaction surveys to maintain high morale	HR Department	Biannually	Annual Operational Budget	Survey Tool	₱500.00	98% of staff report high job satisfaction
	Maintain an employee recognition program to sustain motivation	Hospital Administration, Chief Radiologic Technologist	3 months	Annual Operational Budget	Rewards and Recognition	₱5,000.00	98% of staff feel recognized
Salary Review	Conduct a salary review to ensure competitive compensation	Hospital Administration, HR Department	6 months	Annual Operational Budget	Marketing Research	₱5,000.00	98% of staff report fair compensation
Professional Development	Provide ongoing opportunities for continuing education to sustain skills	Head of Training, HR Department	Annually	Annual Operational Budget	Funding for attending conferences and training programs	₱8,000.00	98% of staff participate in training
Support Systems	Maintain a peer support system to sustain emotional well-being	HR Department	2 months	Annual Operational Budget	Training Programs	₱1,000.00	98% of staff utilize peer support
	Sustain access to mental health resources for staff well-being	Hospital Administration	Annually	Annual Operational Budget	Funding for attending conferences	₱4,000.00	98% of staff report improved mental health

This action plan is based on research findings and seeks to establish a balanced, supportive, and fulfilling working environment for radiologic technologists. Hospitals can create a sustainability culture focusing on employee well-being and organizational longevity by managing workload, improving team dynamics, acknowledging accomplishments, offering professional development opportunities, and creating support systems. Additionally, establishing strong support systems will further enhance job satisfaction and retention. This holistic strategy fosters the welfare of healthcare professionals and positively impacts the quality of patient care within the healthcare system, ensuring it remains responsive to future challenges.

Recommendations

According to findings from the study, hospitals must focus on measures to minimize staff demands, including fair allocation of tasks and monitoring workloads. In addition, team communication and cooperation need to be enhanced by frequent meetings and interprofessional training. Compensation issues addressed with attractive benefits accompanied by professional growth opportunities can significantly influence job satisfaction. Lastly, creating a healthy working environment with sufficient rest periods and effective communication channels is crucial in keeping radiologic technologists healthy and the general quality of patient care high.

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