

# **Job Dissatisfaction as a Predictor of Retention Intention Among Medical Technologists in Government Hospitals: A Cross-Sectional Study in the Philippines**

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**Abstract**— Job dissatisfaction and employee retention are critical workforce issues that affect the stability and effectiveness of healthcare organizations. This study examined the determinants of job dissatisfaction and their relationship with retention intention among medical technologists employed in government hospitals in Sorsogon Province, Philippines. Using a quantitative descriptive-correlational research design, data were collected from 64 licensed medical technologists through a validated self-structured questionnaire. Descriptive statistics, including frequencies, percentages, and weighted means, were used to assess workplace determinants of job dissatisfaction and retention intention. Spearman's rho correlation and chi-square tests were employed to determine relationships and associations among variables. The findings revealed an overall very high level of job dissatisfaction ( $M = 3.26$ ), particularly in job and daily work experience ( $M = 3.60$ ), growth and career development ( $M = 3.30$ ), and organizational culture and work environment ( $M = 3.26$ ). Retention intention was low, with 76.6% of respondents indicating no intention to remain in their current employment. A significant negative relationship was found between job dissatisfaction and retention intention ( $r = -0.93, p < .001$ ), indicating that higher dissatisfaction was associated with lower intention to stay. Significant associations were also observed between selected demographic characteristics and the study variables. The findings underscore the need for targeted workforce interventions to improve job satisfaction, strengthen employee retention, and support sustainable healthcare service delivery.

**Keywords**— job dissatisfaction, retention intention, medical technologists, government hospitals, workforce retention.

## **I. INTRODUCTION**

Healthcare organizations depend on a competent, motivated, and stable workforce to deliver quality healthcare services. Among healthcare professionals, medical technologists play a vital role in supporting patient care through the provision of accurate laboratory results that assist in disease diagnosis, treatment monitoring, and clinical decision-making. Their contributions are indispensable to the healthcare system because laboratory findings influence a significant proportion of medical decisions. Despite their critical role, medical technologists frequently encounter workplace challenges that may affect their job satisfaction, organizational commitment, and intention to remain in their current employment. These concerns have become increasingly important as healthcare institutions worldwide continue to

experience workforce shortages, increasing service demands, and employee turnover.

Job dissatisfaction has emerged as a major organizational issue because of its adverse effects on employee well-being, motivation, productivity, and retention. Bonifacio (2025) described job dissatisfaction as a condition arising from unmet expectations and negative perceptions of the work environment, resulting in frustration and reduced engagement. Similarly, Judge and Zhang (2020) emphasized that employees' attitudes toward their jobs significantly influence workplace behavior, organizational commitment, and overall performance. Dissatisfied employees are more likely to experience decreased motivation, reduced productivity, and a greater intention to leave their organizations. Consequently, understanding the determinants of job

dissatisfaction has become essential for organizations seeking to improve workforce stability and operational effectiveness.

The literature suggests that job dissatisfaction is influenced by multiple workplace factors. Studies have identified workload, compensation, recognition, organizational support, career advancement opportunities, and workplace culture as significant determinants of employees' workplace experiences. Sunn et al. (2024) identified excessive workloads, inadequate managerial support, ineffective incentive systems, and unfavorable working conditions as major contributors to job dissatisfaction across Asian workplaces. Likewise, Ariffin, Mat, and Aris (2025) reported that compensation, opportunities for professional growth, supportive leadership, and positive workplace relationships are among the strongest predictors of job satisfaction. These findings indicate that employee dissatisfaction is a multidimensional phenomenon shaped by both organizational and personal factors.

In healthcare settings, job dissatisfaction presents unique challenges because it may affect not only employees but also the quality and continuity of healthcare services. Medical laboratory professionals often work in demanding environments characterized by increasing workloads, staffing shortages, technological requirements, and the need for precision and accuracy. Alharthi et al. (2023) found that workplace stress significantly influences job satisfaction among laboratory professionals, while Hassan and Osman (2025) reported that inadequate compensation, limited professional development opportunities, and weak organizational support negatively affect both job satisfaction and retention. These findings highlight the importance of creating workplace environments that promote professional growth, employee well-being, and organizational commitment.

Employee retention has likewise become a critical concern in both public and private organizations. Employee retention refers to an organization's ability to retain competent employees and reduce workforce turnover over time. Chaudhary and Sharma (2024)

emphasized that effective retention strategies contribute to organizational success by preserving institutional knowledge, reducing recruitment costs, and improving service quality. Taylor and Benson (2025) further noted that organizations with strong employee retention practices often experience higher productivity, stronger employee engagement, and greater organizational stability. Consequently, understanding the factors that influence employees' decisions to remain in or leave their organizations has become increasingly important.

Numerous studies have demonstrated a strong relationship between job satisfaction and employee retention. Sari, Yenni, and Aima (2024) identified job satisfaction as one of the most important predictors of turnover intention, while Dellie et al. (2019) reported that dissatisfaction with working conditions, organizational support, and career opportunities significantly increased healthcare workers' intentions to leave their jobs. In healthcare settings, employee turnover can disrupt service delivery, increase workloads among remaining staff, and negatively affect patient care outcomes. Therefore, addressing workplace factors that contribute to dissatisfaction is critical for maintaining workforce stability and healthcare service quality.

In the Philippines, several studies have examined job satisfaction among medical technologists and other healthcare professionals. Manzano et al. (2021) found that work-related factors significantly influenced job satisfaction among medical technologists employed in public hospitals. Similarly, Danganan et al. (2023) reported that both intrinsic factors, such as achievement and professional growth, and extrinsic factors, such as compensation, workload, and management support, shape employees' workplace experiences. Although these studies provide valuable insights into factors promoting job satisfaction, limited research has specifically focused on job dissatisfaction and its relationship with retention intention among medical technologists.

The issue has become particularly relevant following the COVID-19 pandemic, which intensified workforce challenges within the healthcare sector. Cano et al.

(2023) reported that recognition, professional fulfillment, workplace support, and opportunities for growth contribute significantly to job satisfaction among Filipino medical technologists. However, Delos Reyes and Navarro (2022) found that work-life balance concerns and migration intentions remain prevalent among healthcare professionals in the country. These findings suggest that dissatisfaction may contribute not only to local turnover but also to workforce migration, thereby affecting the availability of healthcare professionals within the Philippine healthcare system.

The present study was conducted in government hospitals located in Sorsogon Province, a province situated at the southernmost part of Luzon and a key healthcare service area in the Bicol Region. Healthcare services in the province are delivered through a network of government-operated hospitals consisting of provincial, district, and infirmary-level facilities that serve both urban and rural populations. Medical technologists assigned in these facilities perform essential laboratory functions that support healthcare delivery throughout the province. However, like many public healthcare institutions in the country, government hospitals in Sorsogon face challenges related to workforce stability, resource limitations, and increasing healthcare demands.

The profile of the workforce included in this study reflects these realities. The majority of medical technologists were young adults, predominantly female, and mostly single. Nearly all held bachelor's degrees, while only a small proportion possessed postgraduate qualifications. A substantial number were employed under non-permanent job-order arrangements, with fewer holding permanent positions. Most respondents were assigned to Level I hospitals, while others were distributed across Level II hospitals and infirmaries throughout the province. This demographic composition suggests a workforce largely composed of early-career professionals who may be particularly sensitive to concerns related to job security, career advancement, workload, recognition, and organizational support. Such factors may significantly influence their job satisfaction and retention decisions.

Despite the important role played by medical technologists in sustaining healthcare services, there remains a limited body of local research examining the determinants of job dissatisfaction and their influence on retention intention among medical technologists in government hospitals. Addressing this gap is important because persistent job dissatisfaction may lead to employee turnover, disruption of laboratory operations, reduced workforce morale, and diminished quality of healthcare services. Understanding the workplace factors associated with dissatisfaction and retention intention can provide valuable evidence to support workforce management policies and employee retention initiatives.

Guided by Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs Theory, this study sought to determine the workplace determinants of job dissatisfaction and their relationship with retention intention among medical technologists employed in government hospitals in Sorsogon Province, Philippines. Specifically, the study aimed to determine the level of job dissatisfaction in terms of job and daily work experience, growth and development opportunities, management support and recognition, and organizational culture and work environment; assess the retention intention of medical technologists; determine the relationship between job dissatisfaction and retention intention; examine the association between selected demographic characteristics and the key study variables; and formulate evidence-based recommendations to improve employee satisfaction and strengthen retention among medical technologists in government hospitals.

## II. METHODOLOGY

This study employed a quantitative research approach using a descriptive-correlational design to examine the determinants of job dissatisfaction and retention intention among medical technologists working in government hospitals in Sorsogon Province, Philippines. A total enumeration sampling technique was utilized, involving all 64 licensed medical technologists employed in the identified government hospitals. Data were collected using a researcher-developed, expert-validated questionnaire consisting of three sections: respondents' demographic profile,

workplace determinants of job dissatisfaction, and retention intention. Job dissatisfaction was measured across four domains, namely job and daily work experience, growth and career development, management support and recognition, and organizational culture and work environment. The instrument underwent pilot testing prior to data collection to ensure clarity and reliability.

Descriptive statistics, including frequency counts, percentages, and weighted means, were used to summarize respondents' demographic characteristics and assess levels of job dissatisfaction and retention intention. Spearman's rho correlation analysis was employed to determine the relationship between job dissatisfaction and retention intention, while chi-square tests of independence were used to examine the association between selected demographic

characteristics and the key study variables. The integration of descriptive and inferential statistical techniques provided a comprehensive assessment of workplace factors influencing employee dissatisfaction and retention among medical technologists in government healthcare institutions.

### III. RESULTS

#### *Workplace determinants of job dissatisfaction among medical technologists*

Table 1 presents the overall level of job dissatisfaction across four major workplace domains among medical technologists in government hospitals. The results show an overall mean score of 3.26, interpreted as Very High Job Dissatisfaction, indicating that dissatisfaction is widespread and consistently experienced across multiple aspects of the work environment.

*Table 1. Level of Job Dissatisfaction by Workplace Domains*

| <b>Workplace Domain</b>                               | <b>Mean Score</b> | <b>Interpretation</b>         |
|---|-------------------|-------------------------------|
| <b>Job &amp; Daily Work Experience</b>                | 3.60              | Very High Job Dissatisfaction |
| <b>Growth, Development &amp; Career Opportunities</b> | 3.30              | Very High Job Dissatisfaction |
| <b>Organizational Culture &amp; Work Environment</b>  | 3.26              | Very High Job Dissatisfaction |
| <b>Management Support &amp; Recognition</b>           | 3.24              | High Job Dissatisfaction      |
| <b>Overall Job Dissatisfaction</b>                    | 3.26              | Very High Job Dissatisfaction |

Among the identified domains, Job and Daily Work Experience recorded the highest mean score ( $M = 3.60$ ), reflecting Very High Job Dissatisfaction. This suggests that respondents experience significant challenges related to role clarity, workload distribution, and alignment of daily tasks with professional expectations. Such findings indicate that operational-level work conditions represent the most critical source of dissatisfaction among medical technologists.

Similarly, Growth, Development, and Career Opportunities obtained a mean score of 3.30, also interpreted as Very High Job Dissatisfaction. This indicates that respondents perceive limited opportunities for career advancement, professional development, and skills enhancement. The lack of structured career progression pathways may reduce motivation and contribute to long-term retention challenges.

The domain of Organizational Culture and Work Environment registered a mean score of 3.26, interpreted as Very High Job Dissatisfaction. This suggests that workplace climate issues—such as interpersonal relationships, inclusion, and resource availability—are significant contributors to dissatisfaction. A weak organizational culture may negatively influence employee engagement and commitment.

Meanwhile, Management Support and Recognition obtained the lowest mean score ( $M = 3.24$ ), interpreted as High Job Dissatisfaction. Although slightly lower than other domains, this still reflects substantial dissatisfaction. The result indicates concerns regarding leadership communication, recognition systems, and perceived support from management. Lack of acknowledgment and feedback may weaken employee morale and reduce organizational loyalty.

Overall, the findings demonstrate that medical technologists experience consistently high levels of dissatisfaction across all workplace domains, with the most critical issues emerging from daily work experience and job execution factors. The uniformity of high scores suggests that dissatisfaction is systemic rather than isolated to a single organizational area.

In summary, the overall mean of 3.26 (Very High Job Dissatisfaction) highlights that workplace conditions in government hospitals require targeted intervention, particularly in job design, career development systems, organizational culture strengthening, and managerial support mechanisms to improve workforce stability and retention outcomes.

**Retention intention of medical technologists**

Table 2 presents the retention intention of medical technologists employed in government hospitals in Sorsogon Province. The findings reveal that only 15 respondents (23.4%) expressed their intention to remain in their current employment, while the majority, 49 respondents (76.6%), indicated that they do not intend to stay. This result demonstrates a generally low level of retention intention among the respondents and suggests a substantial risk of workforce turnover within the government hospital system.

**Table 2. Retention Intention of Medical Technologists**

| Response                          | Frequency (n) | Percentage (%) |
|-----------------------------------|---------------|----------------|
| <b>Yes (Intend to stay)</b>       | 15            | 23.4%          |
| <b>No (Do not intend to stay)</b> | 49            | 76.6%          |
| <b>Total</b>                      | 64            | 100%           |

The predominance of respondents who expressed an intention to leave their current positions indicates that many medical technologists may be dissatisfied with existing workplace conditions or perceive limited opportunities for professional growth and career advancement. Such findings are particularly concerning because retention intention is widely recognized as an important indicator of workforce stability and organizational sustainability. When employees exhibit low intention to remain, healthcare institutions may face increased challenges related to staff shortages, recruitment costs, workload redistribution, and continuity of healthcare services.

The findings may also be associated with the demographic composition of the respondents, particularly the large proportion of younger and non-permanent employees identified in the study. Younger professionals often seek career advancement, competitive compensation, and greater job security. When these expectations are not adequately met, employees may be more inclined to explore alternative employment opportunities. Similarly, the high percentage of Job Order Workers (JOWs) may contribute to uncertainty regarding long-term

employment, thereby reducing organizational commitment and increasing intentions to leave.

From an organizational perspective, the low retention intention observed among respondents highlights the need for proactive workforce retention strategies. Improving working conditions, strengthening career development programs, enhancing recognition systems, and providing greater employment stability may help increase employees' willingness to remain within government healthcare institutions. Failure to address these concerns may result in continued workforce attrition, potentially affecting the quality and efficiency of laboratory services and overall healthcare delivery.

Overall, the findings indicate that retention intention among medical technologists in government hospitals is alarmingly low, with more than three-fourths of respondents expressing a desire to leave their current positions. This suggests that hospital administrators and policymakers should prioritize workforce retention to ensure the continuity, stability, and effectiveness of healthcare services in the province.

**Relationship between job dissatisfaction and retention intention**

Table 3 presents the relationship between job dissatisfaction and retention intention among medical technologists employed in government hospitals in

Sorsogon Province. Using Spearman’s rho correlation analysis, the study found a correlation coefficient of  $r = -0.93$  with a p-value of less than 0.001, indicating a statistically significant negative relationship between the two variables.

**Table 3. Relationship Between Job Dissatisfaction and Retention Intention**

| Variables   | Statistical Test | Correlation (r) | df | p-value | Interpretation                    |
|---|------------------|-----------------|----|---------|-----------------------------------|
| <b>Job Dissatisfaction vs Retention Intention</b> | Spearman’s rho   | -0.93           | 62 | < .001  | Significant Negative Relationship |

The correlation coefficient of  $-0.93$  signifies a very strong inverse relationship, suggesting that as the level of job dissatisfaction increases, the intention of medical technologists to remain in their current employment decreases substantially. Conversely, lower levels of job dissatisfaction are associated with a greater likelihood of employees remaining in their positions. The p-value of less than 0.001 confirms that the observed relationship is statistically significant and unlikely to have occurred by chance.

These findings imply that job dissatisfaction is a major factor influencing retention decisions among medical technologists. Employees who experience dissatisfaction related to workload, career advancement opportunities, organizational support, workplace culture, and recognition may become less committed to their organizations and more inclined to seek employment elsewhere. The results are consistent with workforce and organizational behavior theories, which suggest that unfavorable workplace experiences reduce employee commitment and increase turnover intentions.

The strength of the relationship observed in this study highlights the critical role of workplace conditions in maintaining workforce stability within government hospitals. The findings suggest that interventions aimed at reducing job dissatisfaction may have a substantial positive impact on employee retention. Improvements in job design, workload management, professional development opportunities, recognition systems, and organizational support mechanisms may

help increase employees’ willingness to remain in their current positions.

Furthermore, the low retention intention reported by the majority of respondents in the study complements this finding, indicating that dissatisfaction is not merely an attitudinal concern but may translate into actual workforce turnover if left unaddressed. Given the essential role of medical technologists in laboratory operations and healthcare delivery, high turnover rates could negatively affect service continuity, institutional efficiency, and patient care outcomes.

Overall, the results demonstrate that job dissatisfaction is a significant predictor of retention intention among medical technologists. The very strong negative correlation ( $r = -0.93$ ,  $p < .001$ ) emphasizes the importance of addressing workplace-related sources of dissatisfaction to enhance employee commitment, strengthen workforce stability, and improve long-term retention in government healthcare institutions.

**Association between demographic profile and study variables**

Table 4 presents the results of the chi-square analysis examining the association between respondents’ demographic characteristics and the key study variables, namely job dissatisfaction and retention intention. The findings indicate that some demographic factors were significantly associated with the study variables, while others showed no statistically significant relationship.

With respect to age, no significant association was found with job dissatisfaction ( $\chi^2 = 82.9, p = 0.250$ ). This suggests that levels of dissatisfaction were generally similar across different age groups. However, age was significantly associated with retention intention ( $\chi^2 = 40.5, p = 0.026$ ), indicating

that employees' intentions to remain in their current positions vary according to age. This finding implies that younger and older medical technologists may differ in their career priorities, employment expectations, and decisions regarding long-term organizational commitment.

**Table 4. Significant Association Between Demographic Characteristics and Key Variables**

| Demographic Variable   | Job Dissatisfaction ( $\chi^2, p$ -value) | Retention Intention ( $\chi^2, p$ -value) | Interpretation                    |
|------------------------|---|---|-----------------------------------|
| Age                    | $\chi^2 = 82.9, p = 0.250$                | $\chi^2 = 40.5, p = 0.026$                | Not significant / Significant     |
| Marital Status         | $\chi^2 = 22.4, p < 0.001$                | $\chi^2 = 18.1, p < 0.001$                | Significant / Significant         |
| Educational Attainment | $\chi^2 = 1.48, p = 0.686$                | $\chi^2 = 3.32, p = 0.069$                | Not significant / Not significant |
| Years of Service       | $\chi^2 = 59.9, p = 0.184$                | $\chi^2 = 21.4, p = 0.210$                | Not significant / Not significant |
| Employment Status      | $\chi^2 = 17.5, p < 0.001$                | $\chi^2 = 8.62, p = 0.003$                | Significant / Significant         |
| Salary Range           | $\chi^2 = 51.2, p = 0.581$                | $\chi^2 = 31.5, p = 0.025$                | Not significant / Significant     |
| Hospital Category      | $\chi^2 = 9.18, p = 0.163$                | $\chi^2 = 1.93, p = 0.381$                | Not significant / Not significant |
| Hospital Location      | $\chi^2 = 26.4, p = 0.090$                | $\chi^2 = 9.39, p = 0.153$                | Not significant / Not significant |

Marital status was found to have a significant association with both job dissatisfaction ( $\chi^2 = 22.4, p < 0.001$ ) and retention intention ( $\chi^2 = 18.1, p < 0.001$ ). This result suggests that married and single employees may experience workplace conditions differently and may also differ in their intentions to remain employed in government hospitals. Personal responsibilities, family obligations, and financial considerations may influence both workplace perceptions and retention decisions.

Similarly, employment status demonstrated a significant association with both job dissatisfaction ( $\chi^2 = 17.5, p < 0.001$ ) and retention intention ( $\chi^2 = 8.62, p = 0.003$ ). This finding is particularly important because a large proportion of respondents were employed under Job Order Worker (JOW) arrangements. The result suggests that employment security plays a crucial role in shaping employees' workplace experiences and commitment to the organization. Individuals in non-permanent positions may experience greater uncertainty regarding career stability, which may contribute to higher dissatisfaction and lower retention intention.

In contrast, educational attainment showed no significant association with either job dissatisfaction ( $\chi^2 = 1.48, p = 0.686$ ) or retention intention ( $\chi^2 = 3.32,$

$p = 0.069$ ). This finding indicates that differences in educational qualifications did not substantially influence respondents' perceptions of dissatisfaction or their intention to stay. Likewise, years of service was not significantly associated with job dissatisfaction ( $\chi^2 = 59.9, p = 0.184$ ) or retention intention ( $\chi^2 = 21.4, p = 0.210$ ), suggesting that length of employment alone does not necessarily determine how employees perceive their work environment or future employment decisions.

The findings further revealed that salary range was not significantly associated with job dissatisfaction ( $\chi^2 = 51.2, p = 0.581$ ), but was significantly associated with retention intention ( $\chi^2 = 31.5, p = 0.025$ ). This suggests that while salary differences may not directly influence dissatisfaction levels, compensation remains an important consideration in employees' decisions to remain in or leave their current employment. Employees receiving different salary levels may have varying perceptions regarding the attractiveness of alternative employment opportunities.

Meanwhile, both hospital category and hospital location showed no significant association with either job dissatisfaction or retention intention. Specifically, hospital category yielded  $\chi^2 = 9.18 (p = 0.163)$  for job dissatisfaction and  $\chi^2 = 1.93 (p = 0.381)$  for retention

intention, while hospital location yielded  $\chi^2 = 26.4$  ( $p = 0.090$ ) and  $\chi^2 = 9.39$  ( $p = 0.153$ ), respectively. These results indicate that workplace dissatisfaction and retention intention were relatively consistent across different hospital classifications and geographic locations within the province.

Overall, the findings demonstrate that demographic factors do not uniformly influence workplace experiences among medical technologists. Instead, specific characteristics—particularly marital status, employment status, age, and salary range—appear to play a more significant role in shaping retention intention and, in some cases, job dissatisfaction. These results suggest that workforce management strategies should consider employee-specific characteristics when developing interventions aimed at improving job

satisfaction and strengthening retention in government hospitals. Such targeted approaches may be more effective than uniform policies applied across all employee groups.

***Evidence-based recommendations based on findings***

Table 5 presents the evidence-based recommendations derived from the major findings of the study. These recommendations were formulated to address the identified factors contributing to job dissatisfaction and low retention intention among medical technologists in government hospitals.

The recommendations are grounded in the statistical evidence obtained from the study and are intended to support workforce stability, employee well-being, and organizational effectiveness.

**Table 5. Summary of Evidence-Based Recommendations**

| Key Finding  | Statistical Evidence        | Identified Issue                   | Recommendation                                |
|--|-----------------------------|------------------------------------|---|
| <b>Strong inverse relationship between dissatisfaction and retention</b> | $r = -0.93$ ,<br>$p < .001$ | High turnover risk                 | Implement comprehensive retention strategy    |
| <b>High job dissatisfaction in daily work experience</b>                 | Mean = 3.60                 | Role ambiguity, workload imbalance | Redesign job roles and workload distribution  |
| <b>Low career development satisfaction</b>                               | Mean = 3.30                 | Limited promotion and growth       | Establish structured career ladder system     |
| <b>Weak organizational support</b>                                       | Mean = 3.26                 | Poor workplace environment         | Improve communication and workplace culture   |
| <b>High turnover intention</b>   | 76.6% no intention to stay  | Workforce instability              | Develop urgent retention intervention program |

One of the most significant findings of the study was the strong negative relationship between job dissatisfaction and retention intention ( $r = -0.93$ ,  $p < .001$ ). This result indicates that employees who experience higher levels of dissatisfaction are substantially less likely to remain in their current positions. Given the strength of this relationship, the study recommends the implementation of a comprehensive retention strategy that simultaneously addresses the various sources of dissatisfaction. Such a strategy may include improvements in working conditions, career development opportunities, employee recognition, and organizational support

systems. Addressing multiple workplace concerns concurrently is likely to have a greater impact on retention than isolated interventions.

The findings also revealed very high job dissatisfaction related to job and daily work experience (Mean = 3.60). Issues such as role ambiguity, workload imbalance, and misalignment between assigned tasks and professional competencies were identified as major concerns. To address these issues, the study recommends the redesign of job roles and workload distribution systems. Establishing clear job expectations, ensuring equitable allocation of

responsibilities, and aligning duties with employees' professional skills may reduce dissatisfaction and improve overall job performance.

Another important finding was the very high level of dissatisfaction regarding growth, development, and career opportunities (Mean = 3.30). Respondents expressed concerns regarding limited promotion opportunities, inadequate mentorship, and insufficient support for career advancement. Consequently, the study recommends the establishment of a structured career ladder system that includes transparent promotion criteria, mentoring programs, continuing professional development activities, and opportunities for career progression. Such initiatives may enhance employee motivation, professional commitment, and long-term retention.

The study further identified dissatisfaction associated with organizational culture and work environment (Mean = 3.26). Employees reported concerns related to workplace relationships, inclusion, communication, and availability of resources. In response, the study recommends strengthening organizational communication and workplace culture through employee engagement activities, improved feedback mechanisms, team-building initiatives, and enhanced resource provision. Creating a supportive and inclusive work environment may contribute to improved employee morale and organizational commitment.

Perhaps most concerning was the finding that 76.6% of respondents indicated no intention to remain in their current employment, reflecting a high risk of workforce turnover.

This result highlights the urgent need for a targeted retention intervention program focused on increasing employee engagement, strengthening career stability, enhancing workplace satisfaction, and improving employment conditions. Such interventions are critical to preventing workforce attrition and ensuring the continuity of laboratory and healthcare services.

Overall, the recommendations underscore the importance of adopting a holistic approach to workforce management. The findings suggest that

improving job satisfaction through better job design, professional development opportunities, organizational support, and retention-focused policies can contribute significantly to reducing turnover intentions among medical technologists. By implementing these evidence-based strategies, government hospitals may enhance employee satisfaction, strengthen workforce stability, and ultimately improve the quality and continuity of healthcare services.

#### IV. CONCLUSION & RECOMMENDATION

The study concludes that medical technologists working in government hospitals in Sorsogon Province experience very high levels of job dissatisfaction, particularly in the areas of job and daily work experience, career growth and development, and organizational culture and work environment. Furthermore, retention intention was found to be low, with more than three-fourths of respondents expressing no intention to remain in their current positions. The findings also revealed a very strong and significant negative relationship between job dissatisfaction and retention intention, indicating that higher levels of dissatisfaction are associated with a lower likelihood of employee retention. Additionally, demographic factors such as age, marital status, employment status, and salary range were found to influence retention intention and, in some cases, job dissatisfaction. Overall, the study highlights that workplace conditions significantly affect workforce stability and retention among medical technologists in government hospitals.

Government hospitals should implement a comprehensive workforce retention program focused on improving job satisfaction and employee engagement. Priority interventions should include clarifying job roles and responsibilities, ensuring equitable workload distribution, establishing structured career development and promotion pathways, strengthening mentorship and continuing professional development opportunities, and enhancing management support and employee recognition systems. Hospital administrators should also improve organizational communication, foster a positive workplace culture, and explore strategies to

increase employment security, particularly for non-permanent personnel. Regular employee satisfaction assessments and retention monitoring should be conducted to identify emerging concerns and evaluate the effectiveness of implemented interventions. These measures can help strengthen workforce commitment, reduce turnover intentions, and ensure the continuity and quality of healthcare services.

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