



Strategies on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan

Marytherese Sabellano ; Dr Erwin M. Faller, Rph., Mspharm., Phd., Mmps., Fripharm

Saint Bernadette of Lourdes College

ABSTRACT

This research study, was qualitative descriptive in nature aimed at developing a resilient healthcare worker capable of delivering high-quality care in demanding environments in selected four level 1 hospitals in the province of Iloilo. This delimited to twenty (20) purposively selected healthcare workers in the four selected level 1 hospitals in the Province of Iloilo: Passi City Hospital, Calinog Hospital, Barotac Nuevo and Cabatuan Hospital. The research instrument used was validated by three ELT, researchers-made 10-item open-ended questionnaire was utilized. Their responses to the in-depth interview were the basis for thematic analysis,

as basis for developing Staff Operational Plan in the Level 1 Hospital in the Province of Iloilo. The study was conducted last March 2025. Results revealed several themes on the motivators applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals with its corresponding themes such as family-oriented, job security and stability, location advantage, incentive and bonus compensation, personal growth and learning, and professional pride and calling; strategies included as adapting work-life-balance, work itself/ job satisfaction, and open communication, offer trainings, workshop, and any interactive activities, and develop a management plan. Therefore, an Annual Management Plan was developed to improve healthcare worker retention by enhancing job satisfaction, leadership, recognition and development.

Keywords: strategies, thematic analysis, healthcare workers, staff retention, development plan

1. INTRODUCTION

1.1 Background of the Study

Healthcare workers are the backbone of any functioning health system. While they help ensure the public's right to health, they too deserve safe, healthy, and supportive working conditions. Unfortunately, many face daily risks—exposure to disease, violence, stress, poor sanitation, and overwhelming workloads. According to the CDC (2024), protecting healthcare workers' health and safety must be central to the health sector's mission, as doing so improves the quality of care and the sustainability of health systems.

Globally, there's a growing concern over the shrinking health workforce. A combined shortage of nearly 10 million nurses and doctors has been worsened by the COVID-19 pandemic. In the U.S., 18% of healthcare workers left their jobs due to pandemic-related pressures, and retirement continues to pose a serious challenge, particularly in aging populations across the U.S. and Europe (De Vries et al., 2023).

The World Health Organization (2024) warns that by 2030, the global shortfall could reach 10 million health workers, mostly in low- and middle-income countries. Retention, training, and equitable employment opportunities—especially for women, who make up 67% of the health and social workforce—are critical to reversing this trend (WHO, 2025).

In the Philippines, similar issues persist. Staffing shortages and health inequities hinder the achievement of universal health care, particularly in rural and underserved areas. Less than 25% of cities and municipalities meet WHO's recommended health worker density. This gap is worsened by internal migration to cities and overseas work opportunities (Robredo et al., 2022; Parial et al., 2024).

Retention isn't just about salary—it's deeply tied to workplace culture. Factors like shift scheduling, staff shortages, supervisor relationships, and feeling valued all influence whether employees stay (Heidari et al., 2017). Unfortunately, many healthcare workers still feel undervalued. A Grant Thornton report showed that over 40% were actively looking for new jobs, citing poor work environments and lack of recognition.

Creating a healthy workplace doesn't just reduce stress—it improves mental health, encourages loyalty, boosts morale, and enhances overall care quality. Team-building activities, peer support, clear communication, and growth opportunities all contribute to a positive environment where staff feel they belong and can thrive.

With these challenges in mind, this study explores how healthcare institutions, particularly in the private sector, address staff retention. The goal is to understand what strategies work, track employee satisfaction, and make practical recommendations. Strengthening employee well-being and workplace culture is not just a staffing solution—it's key to building a resilient, compassionate, and effective health system.

Significance of the Study

This study benefits several key groups:

Hospitals:

The findings can help Level 1 hospitals in Iloilo develop a solid staff development plan. This doesn't just improve employee skills—it leads to better patient care, fewer medical errors, higher efficiency, and greater patient satisfaction. In the long run, it strengthens the hospital's reputation, financial stability, and ability to attract and retain top talent.

Local Government Units (LGUs):

A well-crafted development plan also supports LGUs by enhancing public health services and aligning hospital staff with broader healthcare goals. It helps reduce patient risks, expand services, and attract skilled professionals—contributing to more accessible, high-quality healthcare for communities.

Healthcare Workers:

This study gives healthcare workers a voice and paves the way for opportunities in skill development, career growth, and greater job satisfaction. Access to training on new technologies and practices helps them feel more competent, confident, and fulfilled—resulting in better, more compassionate care and a stronger sense of professional purpose.

The Researcher:

The study provides valuable insights into how staff development impacts quality care and workforce well-being. It serves as a basis for understanding training approaches, skill priorities, and their connection to performance and satisfaction. It also offers a foundation for future publications, policies, and research on healthcare workforce development.

Future Researchers:

This study can be a useful reference for others exploring staff retention strategies and workforce development in hospitals and similar settings.

Objectives

This study aimed at developing resilient healthcare workers capable of delivering high-quality care in demanding environments in selected level 1 hospitals in the province of Iloilo: A Basis for Staff Development Plan.

Specifically, this study sought;

1. To identify the motivators of healthcare workers in retaining in their job,
2. To determine strategies applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan,
3. To develop a management plan retaining staff among hospitals.

Statement of the Problem

This study aimed at developing a resilient healthcare worker capable of delivering high-quality care in demanding environments in selected level 1 hospitals in the province of Iloilo: A Basis for Staff Development Plan.

Specifically, this study sought to answer the following questions:

1. What are the motivators of healthcare workers to retain in their job?
2. What are the strategies applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan?
3. What is the best development plan on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo?

2. METHOD

2.1 Study Design

Qualitative research design was utilized in the study, "Strategies on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan". Qualitative research design involved non-numerical data, most often related to social or personal topics. It may investigated people's opinions, thoughts, feelings and preferences. Qualitative research relied on a researcher's first-hand interactions with research participants through techniques like focus groups and interviews. It tends to be deep and detailed, rather than broad and far-reaching (Qualtrics, 2025). Descriptive qualitative research was a valuable tool for exploring the characteristics and qualities of a phenomenon. It allowed researchers to capture the complexity and richness of a phenomenon and provides a detailed understanding of its context, history, and cultural significance. Researchers can use a variety of data collection and analysis techniques to conduct descriptive qualitative research. By following careful research procedures and communicating their findings clearly, descriptive qualitative researchers can make valuable contributions to understood a wide range of phenomena (Regoniel, 2023). Thematic analysis was employed for interpretation of participants' response base on the interview guide, adhering the research questions. Since the researcher had distributed the had validated to three ELT the research-made 10-item open-ended question among participants, this research design was appropriate.

2.2 Selection of the Study

The participants of this study were the twenty (20) Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo, purposively selected with their consent. This study was conducted in four selected Level 1 Hospitals in the Province of Iloilo; Passi City Hospital, Calinog Hospital, Barotac Nuevo and Cabatuan Hospital, five (5) participants each hospital.

Inclusion Criteria:

To be included in the study, participants had met the following criteria:

1. Participants must be either permanent or contractual healthcare workers, currently employed in four selected Level 1 Hospitals in the Province of Iloilo; Passi City Hospital, Calinog Hospital, Barotac Nuevo and Cabatuan Hospital.
2. Participants should have a minimum length of service, often specified to be at least six months and above, both for contractual or permanent healthcare workers of the said hospitals.
3. Participants must be directly involved in any of the four mentioned hospital in the province of Iloilo.

Exclusion Criteria:

1. Administrative staff or other non-clinical roles to ensure that the data reflects the motivator and strategies of those who involved in the hospital.
2. Non-residents of Iloilo Province as the study specifically targets participants within the selected hospitals.
3. Participants with less than six months length of service in the mentioned hospital.

2.3 Data Measure

This qualitative research title, 'Strategies on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan' aimed at developing a strategy for staff retention among health care employees in level 1 hospital in the Province of Iloilo, specifically in Passi City, Calinog, Barotac Nuevo and Cabatuan, Iloilo. This study was conducted among twenty (20) healthcare workers purposively selected in four selected level 1 hospital in the province of Iloilo on the month last March 2025.

2.4 Data Collection Procedure

The researcher gathered the data and followed these procedures; (1) constructed formal letters addressed to the administrations of Passi City Hospital, Calinog Hospital, Barotac Nuevo Hospital and Cabatuan Hospital, (2) a consent letter was given to the participants involved in the study, (3) constructed and validated 10-item open-ended questionnaire, (4) conducted interview among participants face-to-face, (5) encoded the answers of the participants (6) classified the answers from the participants through themes with sub-themes, and (6) interpreted the data/answers using thematic analysis adhering to research question.

2.5 Limitations of the Study

This qualitative study title, "Strategies on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan" aimed at developing a strategy for staff retention ang healthcare workers capable of delivering high-quality care in demanding environments in selected level 1 hospitals in the province of Iloilo: A Basis for Staff Development Plan. This study employed a Qualitative

Descriptive Approach. This delimited to twenty (20) purposively selected healthcare workers in the four selected level 1 hospitals in the Province of Iloilo: Passi City Hospital, Calinog Hospital, Barotac Nuevo and Cabatuan Hospital. The research instrument used was validated by three ELT, researchers-made 10-item open-ended questionnaire was utilized. Their responses to the in-depth interview were the basis for thematic analysis, as basis for developing Staff Operational Plan in the Level 1 Hospital in the Province of Iloilo. The study was conducted last March 2025.

2.6 Data Explication/ Mode of Analysis

Thematic analysis approach was employed in this study. Thematic analysis was a systematic method of breaking down and organizing rich data from qualitative research by tagging individual observations and quotations with appropriate transcriptions to facilitate the discovery of significant themes (Rosala, 2022). This involved meticulously reviewing the semi-structured interview guide transcripts and themes. Themes were then categorized and interpreted to understand the healthcare workers' motivators, strategies and development plan within their healthcare settings.

Specifically, the researcher had adapted the six (6) different phases of descriptive thematic approach imposed by Rosala (2022) such as; (1) gathering the data, (2) reading all the data from beginning to end, (3) coding the text based on what it's about, (4) creating new codes that encapsulate candidate themes, (5) taking a break and coming back to the analysis later, and (6) evaluating your themes for good fit. Finally, themes and subthemes were presented in tables with code and interpretation after projecting the tables.

2.7 Ethical Considerations

In this qualitative dissertation, ethical considerations were considered. The researcher prioritized the participants based on the criteria, ensuring confidentiality, maintaining their obscurity, striving to minimize harm, and upholding the principles of fairness, integrity, and respect throughout the research. Added to this, the researcher reviewed regularly, addressed ethical issues aroused, sought guidance from the relevant institutional review board of ethics committee, and ensured this study adheres to ethical standards and safeguards the well-being of all that involved. The researcher observed the ethical procedures in the conduct of this research. Specifically, the researcher secured permission and approval from the Level 1 hospitals in the Province of ILOILO: Passi, Calinog, Barotac Nuevo, and Cabatuan administration, and the President. Formal letters were secured from all concerned individuals before the conduct of the study. The responses of the participants were interpreted accordingly, documented, and kept confidential by the researcher. Results and findings of the study were reported and encoded with clarity, verity, and honesty.

3. Findings

1. What are the motivators of healthcare workers to retain in their job?

Table 1. This showed the summary of themes on the motivator strategies

Significant verbatims	Themes
<p>HW 11 : " I am always expose to illnesses. I cannot deny the fact that I need to face sick patient everyday, and sometimes it really stressed me, and it is very hard to be okay at all times ... "</p> <p>HW12: "...I have to do this , to get paid.I have no choice, it's for my family..."</p> <p>HW 15: :The main reason why I stayed and continue to work despite of the problem being encountered in the workplace because I have needs to sustain, bills to pay, family to feed and due to lack of job opportunity for the nurses in the Philippines."</p> <p>HW 20: " I stayed because of my kids."</p>	*Family-oriented
<p>Hw18: " Its near from my house, so I prefer to stay and accept the salary even it is low...the importance is I'm with my family.</p> <p>HW11: " I prefer to stay due to the fact that I know I am stable and secured, since this is a government hospital."</p> <p>HW7: " ...there's a lot of reasons I want to stay...job security and stability."</p> <p>HW 19: " I prefer to stay because I know I am stable and secure."</p>	* Job security and stability

HW 12: “ I choose to retain because my address is near in the hospital where I worked.

This is an advantage for me. I can go home after work and be with my family.”

HW 19: “I live near the hospital where I work, so It’s easy for me to report everyday.”

*Location advantage

HW 19: “ As government employees in this hospital, I am okay with the salary plus bonuses and other benefits”.

* Incentive and bonus compensation

Hw9:I believe that even they were working, learning never stops.

Every day had always been a challenge. Those learnings will be achieved through joining advance trainings, mentorship programs and a lot more.

* Personal growth and learning

Hw16: “I retained in their position to practice and actualize what we had in school before’.

Hw 14: “ In my undergraduate times, I visioned

myself as a healthcare worker, that’s why I worked professionally and with passion.

Hw15: ‘Both professional and personal life should be interconnected in order to

promote respect, value and motivation within selves, others and the community as well.

*Professional pride and calling

Table 1 showed significant lines or the verbatims on the motivators applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals with its corresponding themes such as family-oriented, job security and stability, location advantage, incentive and bonus compensation, personal growth and learning, and professional pride and calling. The participants made mentioned that they’ve choose to stay despite of many challenges, for the sake of their family. They had also mentioned that they retained in their position to practice and actualize what they had in school before. In their undergraduate times, since they visioned themselves as healthcare workers, that’s why they worked professionally and with passion. Additionally, they emphasized that both professional and personal life should be interconnected in order to promote respect, value and motivation within selves, others and the community as well.

2. What are the strategies applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan?

Table 2. This showed the strategies applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan.

Significant verbatims	Themes
HW 19: “ The best strategy is to balance time of work, family and colleagues. Also, instilling in my mind ...”	*Adapting ‘work-life-balance’
HW 5: “ I need sometimes time to go outside of work, to recharge, this is one of the strategies I do, when I feel stressed.”	
HW 14: “ I commit less error if I try to focus, take a deep breath when I feel I am exhausted already because of the demanding reports to be submitted...”	
HW 3: “ Balancing my time with my work, my colleagues, sometimes go on outing, and my family is very important in order to work smoothly and free from accidents...”	
HW19: “...also instilling in my mind of my responsibility as healthcare worker. Though its not easy, but it is need.	* Work itself/ job satisfaction

HW2: “ This job allows me to use my skills to improve people’s health and well-being.”

HW 4: “ The work is demanding but the sense of purpose keeps me going.”

HW 7: “ There are many challenges, yet the reward is waiting I know...”

HW6: “The relationship I build with the patients and colleagues are significant...”

HW 20: “The various challenges and tasks everyday engages me to solve and create solutions..”

HW11: “To be honest, I have no strategies to counter those mentioned problems

* Open communication and opportunity to be heard

, I just merely talk with my colleagues and back stab our supervisors

and managers for their wrong management and poor leadership skills

and that’s the very best thing we can do “para hindi kami mag suffer

sa aming schedule and di mapag-buntulan ng galit ng aming supervisors”.

“ None at all!” is the response of one of the participants, in terms of the

least effective strategies for him, indicates that the strategies they had

in the hospital is not helpful for him.” - HW 8

“This type of mindset of a hospital management is not really effective as it

creates a faction in the workplace ..” -HW 15

As a healthcare worker, I have so many problems encountered in the workplace

because of our unique setting. I considered it as a major problem regarding our

job employment status wherein majority of us working in a level 1 hospital is under

contract of service workers, due to this, we have lack of benefits and privileges, no

insurance and leave benefits when we get sick, no work no pay, political intervention

during hiring of employees, toxic working environment, poor hospital management

and don’t have representation in the MANCOM Meeting to raise our burning

issues and concerns) (Wala po kaming boses para ipa-abot an gaming hinaing sa management).

Table 2 responses above showed significant verbatims on the strategies applied on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals with themes such as adapting work-life-balance, work itself/ job satisfaction, and open communication. To elaborate, HW 15 gave emphasis on maintaining mental health okay in order to reduce his anxiety, frustration and anger. He believed that most of them were doing the same thing, so they could cope with the present situation.

Supported to these, findings showed that healthcare leaders need to listen carefully to grasp issues that caused employees' pain and fear and try to address them, while also listening to understand their employees' hopes for what their work meant to them and reinforce the aspirations that brought their employees to healthcare to begin with. For healthcare leaders, they had to be clear about their values, their commitment to safety, the reduction of suffering, and a culture of respect and inclusion. They proved their authenticity by committing to measuring how things were going on these issues, being transparent with the findings, and using them to improve. Results indicated a greater workforce loyalty and resilience, which will translate to better performance of all types (Ryan & Lee, 2023).

3. What is the best development plan on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo?

Significant Verbatims	Themes
HW 15: “Free training and seminar for career progression, Team Building Activity Activities to promote wellness and camaraderie, Provision of dormitories for healthcare	*Offer Trainings, Workshop, and any Interactive

workers to secure their welfare and safety, Equal Philhealth Sharing to increase their driving force towards their work and to increase productivity, Fair treatment regardless of your rank and position, Early payment of Salary, Openness of the hospital management regarding the issues and concerns raised by the employees, and Equal privileges regardless of your position and status”

HW9: “They should recognize and appreciate the contributions and plan for trainings so that we will be motivated to work despite of the hardship and exposure to illnesses.”

HW 4: “The management should empower us to participate in the decision-making, to process sense of ownership and engagement...”

HW 12: “In my seven years of hard work , I didn’t yet attend any of the trainings and seminars, because it’s always the head...the leaders...”

HW 15: “In my 5 years, I never and was never heard or experienced that the hospital management have set or craft strategies to retain its employees.”

HW 17: “If I were tasked to design a new staff management system for hospital, I believe that to make it more realistic and friendly, it is important that in crafting policies, rules and regulations the rank-and-file position should have a representation in the body and should be involved in the decision planning process in this way they will be given a chance to participate in the discourse for a more productive and output oriented management system”.

**Develop a Management Plan*

To strengthen these themes above mentioned, Donell (2024) suggested seven (7) Strategies to Improve Employee Retention in Healthcare; Create a Great On boarding Experiences (*first step in the employee lifecycle: onboarding your new hires. You need to purposefully onboard all of your employees, from your staff to nurses and physicians alike, to ensure they’re starting off on the right foot.*) Focus on Work-Life Balance (*tackling hard tasks like ensuring you are adequately staffed and that every employee has a reasonable schedule with limited or no overtime*) ,Ask for Employee Input (Asking for employee feedback gives your healthcare workers the opportunity to tell you what they think of your employee experience, which can help you spot where it can be improved.), Build Bonds Between Employees(*bonds with formal programs like mentoring programs, but you can also informally encourage team member bonding by creating social opportunities inside and across departments.*), ,Add in Stay Interviews (*where you meet with your top performers to check in about what would drive them to leave, and what would encourage them to stay, can boost your retention efforts*),Remove Frustrating Roadblocks (Asking how you can help employees clear roadblocks that prevent them from doing their jobs effectively and providing great care can illuminate some fixable issues) , and Recognize and Reward Great Work (Creating a thoughtful employee recognition program that helps leaders and peers recognize and celebrate great work can help you build a better employee experience and a more positive workplace culture. And those changes can help you keep more of your wonderful people around for the long-haul).

ANNUAL STAFF DEVELOPMENT PLAN

For level 1 Hospitals in the Province of Iloilo for A.Y 2026

Objective: To improve healthcare worker retention by enhancing job satisfaction, leadership, recognition and development

QUARTER 1: January- March 2026				
Theme : Building a Supportive and Communicative Work Environment				
Goal	Activities	Time line	Person/s Involved	Expected Outcome
Strengthening leadership-staff communication	Conduct hospital-wide listening sessions (Kamustahan Forum)	January to March 2025	HR Officer, Department Heads	Improved staff feedback and engagement
Assess baseline retention status	a.) Staff satisfaction survey b.) Exit interview review(if any resignations occurred)	February, 2025	HR,Admin	Baseline data for improvement tracking
Recognize team efforts	Monthly shout-outs during meetings and board updates	Monthly	Nursing Head, Admin	Increased morale, sense of belonging
QUARTER 2: April-June 2026				
Theme : Professional Growth and Career Advancement				
Promote continuous learning	a.) Host-in-house CPD accredited seminars/workshops b.) Identify staff for external training	April-June	Hospital Education Officer, Dept. Heads	Enhanced skills, motivation to grow within institution
Identify career pathways	Draft career ladder opportunities for staff(with promotion benchmarks)	May	HR and Admin Team	Staff are aware of growth paths within the hospital
Staff Mentoring system	a.) Pair junior staff with senior mentors b.) Orientation on mentoring goals	June	Nursing/ Medical Supervisors	Better support for new employees, stronger retention
QUARTER 3: July- September				
Theme: Recognition, Motivation, and Mental Wellness				
Improve staff morale and wellness	a.) Launch Mental Health Support Program(group check-ins, wellness days) b.) Conduct "Self-Care Month" with talks or fun activities	July-August	HR, Volunteer Counselor/NGO Partner	Reduced burn out, stronger emotional support system
Launch formal rewards system	a.) Implement "Employee of the Month" program b.) Celebrate Milestone: birth days, years of services, promotions	July	Admin, HR	Enhanced motivation, employee visibility
Peer appreciation	" Thank You Wall" or " Gratitude Jar" in common areas	August-September	Staff Committee	Promotes a culture of respect and encouragement
QUARTER 4: October-December				
Theme : Review, Realignment, and Retention Planning				
Evaluate program success	a.) Post-implementation satisfaction survey b.) Staff feedback sessions per department	October	HR Officer, Department	Insight on impact and areas for adjustment
Analyze turn over and exit patterns	a.) Review resignations/absenteeism vs. Q1 baseline b.) Update HR metrics	November	Admin HR	Data-informed planning for next year
Plan for next year's development cycle	Collaborative planning workshop with department heads with department heads and staff rep	December	Hospital, Administration	Drafted and approved development plan for next year

This Annual Staff Development Plan was prepared on July 16, 2025 by: **MARYTHERESE SABELLANO**

Reviewed by:

DR. PAZ V. CALOPIZ, MD, FICS, MPA, PGHDH-HMO

Conclusion

In Iloilo, healthcare administrators are finding it tough to keep their teams together. Even with good pay and benefits, many healthcare workers are still leaving. What really makes people stay, though, isn't just the money—it's the sense of purpose, a supportive workplace, and a culture that values both family and professional growth.

Many healthcare workers shared that every day on the job brings new lessons. They stay not just because it's work, but because it's the path they chose with heart—even back when they were students dreaming of making a difference. For them, balancing work and personal life, and feeling respected and heard, makes all the difference.

They pointed to three key things that help them stay: work-life balance, job satisfaction, and open communication. These create a healthier, more positive environment. They also hope management can support them with more practical and down-to-earth development programs—like training, workshops, and stress management. These not only build skills but also show that the organization genuinely cares about their well-being and future.

Recommendation

There's a growing need for health facilities and local governments to strengthen their ability to plan for human resources based on real data. Doing so will help improve staffing and workload distribution across healthcare facilities. But beyond numbers, what truly makes a difference is investing in the well-being and development of healthcare workers.

When staff feel supported, valued, and part of a positive workplace culture, morale and job satisfaction rise—leading to better retention, stronger teamwork, and improved patient care. Hospitals must take a closer look at their current retention strategies, ensuring fair staff distribution and support systems that reduce burnout and stress.

A stable and experienced workforce brings fewer errors, more compassionate care, and better relationships with patients. Incorporating training, team-building activities, and peer support helps foster a sense of community and belonging. In the long run, this creates a loyal, motivated team that strengthens the entire healthcare system.

REFERENCES

- Alibudbud, R. (2022). When the “heroes don't feel cared for”: The migration and resignation of Philippine nurses amidst the COVID-19 pandemic. *Journal of Global Health*, 2.
- American Humanist Association. (2025). Advocating progressive values and equality for humanists, atheists, and freethinkers. <https://americanhumanist.org/what-is-humanism/definition-of-humanism/>
- Decision Lab. (2025). Organizational Behavior. <https://thedecisionlab.com/reference-guide/organizational-behavior/organizational-behavior>
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453-472.
- De Vries, N. et al., (2023). Retaining Healthcare Workers: A Systematic Review of Strategies for Sustaining Power in the Workplace. doi.org/10.3390/healthcare11131887
- Faller, E. M., bin Miskam, N., & Pereira, A. (2018). Exploratory study on occupational health hazards among health care workers in the Philippines. *Annals of global health*, 84(3), 338.
- Goens, B., & Giannotti, N. (2024). Transformational leadership and nursing retention: An integrative review. *Nursing research and practice*, 2024(1), 3179141.
- Heidari, M., Seifi, B., & Gharebagh, Z. (2017). Nursing staff retention: Effective factors. *Annals of Tropical Medicine and Public Health*, 10(6).
- Hinshaw, A. S., Smeltzer, C. H., & Atwood, J. R. (1987). Innovative retention strategies for nursing staff. *JONA: The Journal of Nursing Administration*, 17(6), 8-16.
- LAWPHil. (2025). https://lawphil.net/statutes/repacts/ra1992/ra_7305_1992.html
- Maravilla, J., Catiwa, J., Guariño, R., Yap, J. F., Pagatpatan, C., Orolfo, D. D., ... & Lopez, V. (2023). Exploring indirect impacts of COVID-19 on local health systems from the perspectives of health workers and higher education stakeholders in the Philippines using a phenomenological approach. *The Lancet Regional Health–Western Pacific*, 30.
- Marzo, R., Villanueva III, E. Q., Chandra, U., Htay, M. N. N., Shrestha, R., & Shrestha, S. (2021). Risk perception, mental health impacts and coping strategies during COVID-19 pandemic among Filipino healthcare workers. *Journal of public health research*, 10(2_suppl), jphr-2021.
- Moncatar, T. et al. (2021). Interprofessional collaboration and barriers among health and social workers caring for older adults: a Philippine case study. *Human Resources for Health*, 19, 1-14.

Mwosi, F., Eton, M., Olupot, S. P., & Ogwel, B. P. (2024). Employee retention and organizational performance in Kabale District Local Government, Uganda. *Annals of Management and Organization Research*, 6(1), 1–12. doi.org/10.35912/amor.v6i1.1985

Oates, W. (2023). The importance of a healthy working environment.

<https://thomas.co/resources/type/hr-blog/importance-healthy-working-Environment>

O'Donnell, K. (2024). 7 Strategies to Improve Employee Retention in Healthcare.

<https://cooleaf.com/blog/strategies-to-improve-employee-retention-in-healthcare>

Parial, L., Leyva, E., Siongeo, K., Dones, L., Bernal, A., Lupisan, A., Diamaden, R., Bonito, S. (2024). Staffing and Workload in Primary Care Facilities of Selected

Geographically Isolated and Disadvantaged Communities in the Philippines

Reñosa, M. et al. (2021). “The staff are not motivated anymore”: Health care worker

perspectives on the Integrated Management of Childhood Illness (IMCI) program in the Philippines. *BMC Health Services Research*, 21, 1-13.

Robredo, J. P., Ong, B., Eala, M. A., & Naguit, R. J. (2022). Outmigration and unequal distribution of Filipino physicians and nurses: An urgent call for investment in health human resource and systemic reform. *The Lancet Regional Health–Western Pacific*, 25.

Ryan, P., & Lee, T. (2023). What Makes Health Care Workers Stay in Their Jobs?

<https://hbr.org/2023/03/what-makes-health-care-workers-stay-in-their-jobs>

Santhosh. (2024). Why is employee retention in healthcare important: A complete guide.

<https://culturemonkey.io/employee-engagement/employee-retention-in-healthcare/>

Wakabi, B. M. (2016). Leadership style and staff retention in organizations. *International Journal of Science and Research*, 5(1), 412-416.

World Health Organization. (2025). Health workforce. [https://who.int/health-](https://who.int/health-topics/health-workforce#tab=tab_1)

[topics/health-workforce#tab=tab_1](https://who.int/health-topics/health-workforce#tab=tab_1)

Websites

<https://ccaps.umn.edu/story/10-must-have-characteristics-health-care-professionals>

<https://www.netsuite.com/portal/resource/articles/human-resources/employee-retention.shtml>

<https://www.indeed.com/recruitment/c/info/employee-development-plan>

<https://sciencedirect.com/topics/social-sciences/health-care-worker>

<https://qualtrics.com/en-au/experience-management/research/qualitative-research-design/>

https://who.int/health-topics/health-workforce#tab=tab_1

<https://advisory.com/daily-briefing/2023/06/20/healthcare-workers>

Appendix E

Research Instrument

Name (Optional): _____

Objective: To delve into the details of *Strategies on Staff Retention among Healthcare Workers in Selected Level 1 Hospitals in the Province of Iloilo: A Basis for Staff Development Plan*, this study utilizes a self-motivating and engaging questionnaire address among healthcare workers. The experiences, insights and honest response as a hospital employee invaluable contributes to this study. Also, the researcher ensures that your responses as the participant of this study will be kept confidential and will be used solely for research purposes. Kindly answer the ten (10) questions hereunder:

1. What are the problems you have encounter as a healthcare worker?
2. What makes you stay at your job despite of the mentioned problems?
3. What are the strategies you've apply to counter those mentioned problems?
4. How do these retention strategies help manage problems in your workplace?
5. What have been the least effective strategies?
6. For you, what have been the most effective strategies of your workplace in retaining their employees?

7. Why are these strategies effective or not?
8. How has implementing employee retention strategies benefited employees?
9. What additional information would you like to share about strategies used to retain employees?
10. If you were tasked to design a new staff management system for hospital, what

key features would you prioritize, and why?

Appendix F

Validator's Evaluation Form



RESEARCH FORM INSTRUMENT CONTENT VALIDATION SHEET

DATE:

Name of Evaluator:	
Highest Educational Attainment:	
Institutional Affiliation:	
Position:	

Instructions:

Kindly evaluate the tool based on the given performance elements. Encircle the number that corresponds to your score.

Performance Elements	Performance Ratings: 4 = strongly agree 3 = agree 2 = disagree 1 = strongly disagree	Encircle Score			
Clarity of Language	1. The vocabulary level, language, structure, and conceptual level of the questions suit the level of comprehension of the respondents.	4	3	2	1
	2. The items/statements are written in a clear and understandable manner where words do not have multiple meanings.	4	3	2	1
Presentation of Topics	3. There is a clear instruction on how to answer each component of the questionnaire.	4	3	2	1
	4. The items/statements are organized in a logical manner.	4	3	2	1
Suitability of Items	5. The indicators in the questionnaire consistently and accurately measure each variable of the investigation.	4	3	2	1
	6. The questions are designed to determine the condition, knowledge, perception, and attitudes that are supposed to be measured relative to the objectives of the study.	4	3	2	1
Adequateness of Purpose	7. Items in the questionnaire has the ability to distinguish the characteristics or the properties of differing attributes of the participants under study.	4	3	2	1
	8. The number of questions per area is adequate enough of all the questions needed for the research.	4	3	2	1
Attainment of Purpose	9. The instrument as a whole fulfills the objectives for which it was constructed.	4	3	2	1
Respondents Friendliness	10. The questionnaire creates a positive impression, one that motivates respondents to answer it, and has the ability to gather factual data within the given time frame.	4	3	2	1
Objectivity	11. No aspect of the questionnaire suggests bias on the part of the researcher, thus, eliminating subjectivity.	4	3	2	1
TOTAL					

Comments/ Suggestions/ Recommendations:

Signature Over Printed Name

@ SBLC Form 1001

1. What are the problems you have encountered as a healthcare worker?

As a healthcare worker, I have so many problems encountered in the workplace because of our unique setting. I considered it as a major problem regarding our job employment status wherein majority of us working in a level 1 hospital is under contract of service workers, due to this, we have lack of benefits and privileges, no insurance and leave benefits when we get sick, no work no pay, political intervention during hiring of employees, toxic working environment, poor hospital management and don't have representation in the MANCOM Meeting to raise our burning issues and concerns. (Wala po kaming boses para ipa-abot an gaming hinaing sa management)

2. What makes you stay at your job despite of the mentioned problem?

The main reason why I stayed and continue to work despite of the problem being encountered in the workplace because I have needs to sustain, bills to pay, family to feed and due to lack of job opportunity for the nurses in the Philippines.

3. What are the strategies you've applied to counter those mentioned problems?

To be honest, I have no strategies to counter those mentioned problems, i just merely talk with my colleagues and back stab our supervisors and managers for their wrong management and poor leadership skills and that's the very best thing we can do "para hindi kami mag suffer sa aming schedule and di mapag-buntulan ng galit ng aming supervisors".

4. How do these retention strategies help manage problems in your workplace?

It helps me keep my mental health and it reduces my anxiety, frustration and anger. I believe that most of us "Contract of Service Workers are doing the same thing para we could cope with our present situation"

5. What have been the least effective strategies?

None at all!

6. For you, what have been the most effective strategies of your workplace in retaining their employees?

As far as I could remember, our hospital management does not have strategies in retaining its employees because they don't care at all and they have this mindset na a person is "Replaceable na man" so who cares!!!

7. Why are these strategies effective or not?

This type of mindset of a hospital management is not really effective as it creates a faction in the workplace

8. How has implementing employees' retention strategies benefited employees?

In my 5 years, I never and was never heard or experienced that the hospital management have set or craft strategies to retain its employees.

9. What additional information would you like to share about strategies used to retain employee?

As a Division Head, I believe these strategies could be of big help to retain employees which are to wit;

- a.) Provision of dormitories for healthcare workers to secure their welfare and safety.
- b.) Equal Philhealth Sharing to increase their driving force towards their work and to increase productivity.
- c.) Team Building Activity to promote wellness and camaraderie
- d.) Fair treatment regardless of your rank and position
- e.) Early payment of Salary
- f.) Free training and seminar for career progression
- g.) Openness of the hospital management regarding the issues and concerns raised by the employees
- h.) Equal privileges regardless of your position and status

10. If you were tasked to design a new staff management system for hospital, what key features would you prioritize, and why?

If I were tasked to design a new staff management system for hospital, I believe that to make it more realistic and friendly, it is important that in crafting policies, rules and regulations the rank and file position should have a representation in the body and should be involved in the decision planning process in this way they will be given a chance to participate in the discourse for a more productive and output oriented management system.