



LEADERSHIP AND MANAGEMENT SKILLS OF RADIOLOGIC TECHNOLOGIST IN GUZMAN GROUP OF COMPANIES

Riden Abella,
C.j Angela P. Cammagay, RRT,
Rhea mae Eneres,
Micah Gabuyo,
Joverly Tablac

ABSTRACT

Leadership skills are the ability to guide, inspire, and influence others towards a common goal or vision. Meanwhile, Management Skills refer to the abilities that enable individuals to effectively oversee and coordinate resources, people, and tasks to achieve specific goals or objectives. The Slovincs formula was used in this study which led the researcher to arrive at 26 total respondents for this study. This study used Frequency Count and Percentage Distribution, Weighted Mean, OneWay ANOVA and Pearson-r. Furthermore, this study used the descriptive correlational research design using a random sampling technique. The study was conducted from October 2023 to March 2024. The questionnaire was self-made and consisted of three parts: (I) the demographic profile of the respondents, (II) leadership skills, and (III) management skills. The study revealed that most of the respondents are single (76.9%), males (46.15%) with a majority of the respondents having a low monthly income (88.5%). Most of the respondents have 1 to 6 years of experience (34.6%) in the field. In addition, most of the respondents are also staff members in designation (61.5%). Moreover, the majority of the respondents are working at Dr. Ronald P. Guzman Medical Center (30.8%). Test of difference revealed that there was a significant difference in the Designation of the respondent to the Leadership Skills in terms of Decision making with a p-value of .043. Therefore, the null hypothesis is rejected. There is also a significant difference on the Designation of the respondent to the Management Skill in terms of Risk Management with a p-value of .040 and Quality control with a p-value of .015. There is also significant difference on the Institution of the respondent to the Management Skill in terms of Risk Management with a p-value of .001 and Quality control with a p-value of .010. Therefore, the null hypothesis is rejected. Therefore, the Relationship Between the Leadership Skills and Management Skills of Radiologic Technologist shows that there is a negligible correlation between the leadership skills and management skills of the radiologic technologists in terms of their time management and communication skills to their conflict resolution. In addition, there is also a moderate correlation between the leadership skills and management skills of the radiologic technologists in terms of their time management and communication skills to their quality control.



Key words: *Leadership Skills, Management Skills, Radiologic Technologist, Guzman Group of Companies*

INTRODUCTION

Radiologic technologists, integral to the healthcare system, play a crucial role in medical imaging and patient care. Beyond their technical expertise, these professionals must exhibit strong leadership and management skills to navigate the complex and dynamic environment of modern healthcare. Effective leadership in radiologic technology involves guiding teams, ensuring adherence to safety protocols, and fostering a culture of continuous improvement. Meanwhile, adept management skills are essential for optimizing workflow, maintaining equipment, and ensuring high standards of patient care. Together, these competencies enable radiologic technologists to enhance operational efficiency, improve patient outcomes, and contribute to the overall success of healthcare organizations.

According to Mary Parker Follet, "Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led." Leadership is an individual's ability to guide an organization towards a goal; it emphasizes inspiring and motivating people to work hard at their jobs, which can contribute to an organization's overall effectiveness; and it is also a quality that can transform a person, an organization, or a country. Furthermore, there are other types of leadership abilities that a person must possess to be considered a good leader, such as strong communication skills, passion for work, the ability to inspire and encourage, adaptability, integrity, and many more.

According to Mary Parker Follet, "Management is defined as the art of getting things done through people." To put it simply, management relates to how an organization manages its tasks. It is largely concerned with how the company's employees perform and progress through their jobs to attain the organizational aim. Management's purpose is to create and maintain an environment in which employees may perform efficiently and productively. In addition, management is responsible for staffing, organizing, leading, and controlling to help the organization achieve its goals. Furthermore, both leadership and management abilities are important for a company's success. These two abilities are critical in the medical industry, particularly in the radiologic technology program, where employees must adhere to policies and rules to coordinate people and facilitate communication. They must also be disciplined to provide high-quality services to patients and non-patients alike.

The radiologic technologist's duty entails more than just technical proficiency; it also includes leadership abilities that promote team cohesion, maximize workflow efficiency, and assure patient safety. In a dynamic healthcare environment marked by ongoing innovation and high regulatory standards, strong leadership is essential for success. Within the Guzman Group of Companies, which operates a network of diagnostic imaging centres and hospitals, radiologic technologists' leadership and management skills are critical to maintaining operational excellence, cultivating a culture of continuous improvement, and, ultimately, improving patient outcomes. Examining this organization's leadership and management processes can provide significant insights into the strategies and competencies that contribute to success in radiologic technology.



The Guzman Group of Companies is a notable player in the healthcare business, known for its commitment to excellence and innovation. As a result, analyzing the organization's leadership and management dynamics can provide important insights into industry best practices and success tactics. We, the researchers, are doing this research to examine the experiences and viewpoints of radiologic technologists within the Guzman Group. The goal is to identify important competencies, training needs, and areas for improvement in leadership and management practices. The findings of this research study are significant because they have consequences for both practice and policy in the realm of radiological technology. Organizations such as the Guzman Group can implement targeted interventions to improve worker capabilities and patient outcomes by recognizing leadership and management practices' strengths and limitations. Furthermore, this study adds to the larger body of information on leadership in healthcare, shaping future research goals and driving professional development activities for radiologic technologists globally.

In conclusion, this study aims to shed light on the crucial role of leadership and management skills among radiologic technologists within the Guzman Group of Companies. By exploring the experiences and perspectives of professionals in this field, this research seeks to advance our understanding of effective leadership practices and contribute to the ongoing evolution of radiologic technology in the healthcare industry.

METHODOLOGY

Research Design

The data collection method employed in this study was quantitative; descriptive correlational research approach, the researchers investigated into the management and leadership skills of radiologic technologists working for the Guzman Group of Companies. Survey questionnaires were used in the study to gather information on the relevant variables. Statistical techniques were then utilized to evaluate the information and find any correlations or links between the variables. The Guzman Group of Companies' RT workers' demographic profile, degree of job satisfaction, and associated factors influencing the quality of their work will all be evaluated through the use of a descriptive method in this study. This will also be utilized to determine how the respondents' leadership and management skills are influenced by the profile variables and the factors that have been identified.

Respondents of the study

The respondents of the study were selected by using the Slovin's formula. By using the Slovin's formula, we, the researchers arrived at the sample size of 26 Radiologic Technologist in Guzman group of companies. Slovin's formula is a statistical technique used to determine the sample size needed for a population when conducting research. The researcher used the random sampling technique by selecting participants from their target population in a random and unbiased manner. This technique uses sampling methods such as random number generators or random selection techniques to choose participants without any systematic bias that may increase the study's generalizability in their findings.

Data Gathering Tool



The primary tool that was used to gather the data of the study was the questionnaire. The questionnaire used is a self-made type formulated by the researcher approved by the research office and research adviser. Three sections make up the questionnaire that the respondents responded. The first section asked about the respondents' sex, marital status, socioeconomic status, years of experience, designation, and institution. The second section examined the leadership skills of the radiologic technologists within the Guzman Group of Companies. Third part on the other hand examined the management skills of radiologic technologists within the Guzman Group of Companies.

Data Gathering Procedure

Before the study was conducted, the researchers selected a title and the subject of interest, which they then proposed in front of the panel members they were assigned. Next is composing a letter of approval for the confirmation of the conduct of the study which shall be requested from the office of Medical Colleges of Northern Philippines (MCNP). Following confirmation, the instrument to be floated in the modest Guzman Group of Companies organization will be prepared. The researchers distributed questionnaires to every employee of the Guzman Group of Companies to collect data. They went to each and gave the communication letter to the designated company head, requesting authorization to collect data from their staff members. After receiving permission, the researchers gave the participants the questionnaires to complete. After the floating instrument has been retrieved, the researchers will finally concentrate on the analysis and interpretation of the information acquired in order to validate the hypotheses, formulate conclusions, and offer recommendations that are included in the summary of findings.

Data Analysis

The data collected in this study were subjected to certain statistical treatment. The data were coded, tallied, and tabulated for better presentation and interpretation of the results to identify the leadership and management skills of the different Radiologic technologists of the Guzman group of companies. This study used Frequency Count and Percentage Distribution to statistically analyze the profile variable of the respondents. The Weighted Mean was used to statistically analyze the Likert scale answers of the leadership and management skills. Furthermore, the One-Way ANOVA was used to analyze the of the significant difference between the leadership and management skills of radiologic technologists in the Guzman Group of Companies and their demographic profile. Pearson-r was used to analyze the relationship between the leadership skills and management skills of radiologic technologists.

RESULT AND DISCUSSIONS

This section presents the findings and discussion of the data gathered in response to the problem statement and study objectives. The findings are organized and presented in the order of the problems and objectives.

**TABLE 1.1. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF SEX**

| CATEGORY | FREQUENCY | PERCENTAGE |
|--------------|-----------|--------------|
| MALE | 14 | 53.8 |
| FEMALE | 12 | 46.2 |
| TOTAL | 26 | 100.0 |

Table 1.1 shows that majority of the respondents are males with a percentage 53.8 percent. On the other hand, 46.15 percent of the respondents are females. The table shows that majority of the respondents employed in Guzman's Group of Companies are male to consider of the nature of work in terms of heavy machine in radiology department.

TABLE 1.2. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF CIVIL STATUS

| CATEGORY | FREQUENCY | PERCENTAGE |
|--------------|-----------|--------------|
| SINGLE | 20 | 76.9 |
| MARRIED | 5 | 19.2 |
| SEPARATED | 1 | 3.8 |
| TOTAL | 26 | 100.0 |

Table 1.2 shows that majority of the respondents are single with a percentage 76.9 percent. On the other hand, 3.8 percent of the respondents are separated. The table above shows that majority of the respondents are focused on professional development.

TABLE 1.3. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF SOCIO-ECONOMIC STATUS

| CATEGORY | FREQUENCY | PERCENTAGE |
|-------------------------|-----------|--------------|
| Php 10, 727 | 3 | 11.5 |
| Php 10,727- Php 21, 454 | 23 | 88.5 |
| TOTAL | 26 | 100.0 |

Table 1.3 shows that 88.5 percent of the respondents have the majority of a monthly salary of Php 10, 727 - Php 21, 454. While Php 10, 727 has a percentage of 11.5. The table shows that majority of the respondents have a Low monthly salary income. This indicates that the monthly salary of the respondents is close to or slightly above the minimum wage range in region II. Based on the Department of Labor and Employment, the basic minimum wage range in Region II is 449 to 500 pesos a day and it is equivalent to 9,000 to 11,000 monthly which is consider as low monthly salary.

**TABLE 1.4. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF YEARS OF EXPERIENCE**

| CATEGORY | FREQUENCY | PERCENTAGE |
|---------------|-----------|--------------|
| 1 year below | 2 | 7.7 |
| 1-3 years | 9 | 34.6 |
| 4-6 years | 9 | 34.6 |
| 7 years above | 6 | 23.1 |
| TOTAL | 26 | 100.0 |

Table 1.4 shows that most of the respondents have 1-3 years of experience with a percentage of 34.6 percent. In additions, most of the respondents have also 4-6 years of experience with a percentage of 34.6 percent. While 7.7 percent of respondents have 1 year and below experience. The table shows that most of the respondents have 1-6 years of experience in the field with consideration that most employees of Guzman group of company is newly employed.

TABLE 1.5. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF DESIGNATION

| CATEGORY | FREQUENCY | PERCENTAGE |
|--------------|-----------|--------------|
| FACULTY | 6 | 23.1 |
| STAFF | 16 | 61.5 |
| HEAD | 2 | 7.7 |
| COORDINATOR | 2 | 7.7 |
| TOTAL | 26 | 100.0 |

Table 1.5 shows that majority of the respondents are staff with a frequency of 16 and a percentage of 61.5 percent. While, the lowest of the respondents are head and coordinator with a 7.7 percent. This suggests that the majority of the respondents are designated as staff of their corresponding agencies wherein they are in charge of the day-to-day operations.

TABLE 1.6. DISTRIBUTION OF THE PROFILE OF THE RESPONDENTS IN TERMS OF INSTITUTION

| CATEGORY | FREQUENCY | PERCENTAGE |
|-----------------------------------------------------|-----------|--------------|
| DR. RONALD P. GUZMAN MEDICAL CENTER | 8 | 30.8 |
| HOLY INFANT HOSPITAL | 5 | 19.2 |
| INTERNAIONAL SCHOOL OF ASIA AND THE PACIFIC-KALINGA | 4 | 15.4 |
| MEDICAL COLLEGES OF NORTHERN PHILIPPINES | 4 | 15.4 |
| APAYAO CAGAYAN MEDICAL CENTER | 5 | 19.2 |
| TOTAL | 26 | 100.0 |

Table 1.6 shows that among the 26 individuals, most of the respondents belong to the agency of Dr. Ronald P. Guzman earning having a percentage of 30.8 percent of the total. While 4 respondents are



from the agency of Medical Colleges of Northern Philippines and International School of Asia and the Pacific- Kalinga has the lowest respondents with a percentage of 15.4. This finding denotes that most of the radiologic technology employees of Guzman Group of Companies are actually professional radiologists in Dr. Ronald P. Guzman with consideration that RPGMC is a level 2 type hospital.

TABLE 2.1. LEADERSHIP SKILLS IN TERMS OF DECISION MAKING

| STATEMENT | MEAN | DESCRIPTION |
|------------------------------------------------------------------------------------------------|-------------|-----------------------|
| I thoroughly analyze all possible outcome, before deciding. | 3.5 | STRONGLY AGREE |
| I understand the importance of the decisions I make | 3.73 | STRONGLY AGREE |
| My professional experience is important when having to make challenging decision | 3.38 | STRONGLY AGREE |
| I carefully weighed the pros and cons before making the treatment decision. | 3.38 | STRONGLY AGREE |
| I was so agitated that I could not think clearly (about) what I wanted and what I didn't want. | 2.88 | AGREE |
| CATEGORICAL MEAN | 3.37 | STRONGLY AGREE |

Table 2.1 shows that the categorical mean is 3.37 with a description of strongly agree. The statement, "I understand the importance of the decisions I make" has the highest mean of 3.73 with a description of strongly agree. On the other hand, the statement, "I was so agitated that I could not think clearly (about) what I wanted and what I didn't want" has the lowest mean of 2.88 with a description of agree. This implies that the respondent is aware that their decisions have substantial implications and impact. It implies a sense of responsibility, impact awareness, carefulness, conscientiousness, and informed decisions. It also conveys a mature and serious approach to decision-making, emphasizing the need of not taking decisions lightly.

The finding of the study is further support the claim of Ramlaul (2021), stating that for a radiologic technologist to interact with patients of all ages and illnesses, they must be very skilled in interpersonal communication. Critical thinking skills must be developed and used, both in higher education and in clinical radiography practice.

TABLE 2.2. LEADERSHIP SKILLS OF RESPONDENTS IN TERMS OF TIME MANAGEMENT

| STATEMENTS | MEAN | DESCRIPTION |
|---------------------------------------------------------------------|-------------|-----------------------|
| 1. I arrive on time. | 3.50 | STRONGLY AGREE |
| 2. I have a clear idea on what I want to accomplish during the day. | 3.46 | STRONGLY AGREE |
| 3. I feel I use my time effectively. | 3.27 | STRONGLY AGREE |
| 4. I am able to meet deadlines without rushing at the last minutes. | 3.35 | STRONGLY AGREE |
| 5. I plan to relax and to be with friends in my weekly schedule. | 3.23 | AGREE |
| CATEGORICAL MEAN | 3.36 | STRONGLY AGREE |

Table 2.2 shows that the categorical mean is 3.36 with a description of strongly agree. The statement, "I arrive on time" has the highest mean of 3.50 with a description of strongly agree. On the other hand, the statement, "I plan to relax and to be with friends in my weekly schedule" has the lowest mean of



3.23 with a description of agree. This implies that the respondents constantly maintain punctuality. This suggests a variety of desirable characteristics and behaviours such as Reliability, consideration for others' time, time management, professionalism, and dedication. It demonstrates a systematic and courteous approach to timekeeping.

The finding of the study is further support the claim of Yadav(2023),stating that productivity and success in the workplace depend on employees being on time. It demonstrates a sense of accountability and dependability by showing respect for both clients and co-workers. This suggests that the respondents are professional and have effective time management abilities, both of which can be very beneficial in the workplace. Moreover, According to Cherry (2023), having leisure time to decompress and pursue personal interests is an indicator of striking a harmonious balance between work and other elements of life.

TABLE 2.3. LEADERSHIP SKILLS OF RESPONDENTS IN TERMS OF COMMUNICATION SKILLS

| STATEMENTS | MEAN | DESCRIPTION |
|-----------------------------------------------------------------|-------------|-----------------------|
| 1. I give my full attention to others when they talk to me | 3.38 | STRONGLY AGREE |
| 2. I maintain eye contact throughout a conversation | 3.38 | STRONGLY AGREE |
| 3. I ask for clarification of whatever I don't fully Understand | 3.54 | STRONGLY AGREE |
| 4. I understand and optimize non- verbal communication | 3.31 | STRONGLY AGREE |
| 5. I communicate my boundaries effectively with others | 3.23 | AGREE |
| CATEGORICAL MEAN | 3.37 | STRONGLY AGREE |

Table 2.3 shows that the categorical mean is 3.37 with a description of strongly agree. The statement, "I ask for clarification of whatever I don't fully understand" has the highest mean of 3.54 with a description of strongly agree. On the other hand, the statement, "I understand and optimize non-verbal communication" has the lowest mean of 3.23 with a description of agree. This implies that the respondents are proactive in acquiring knowledge and maintaining clear communication. It also demonstrates a commitment to accuracy, good communication, and lifelong learning.

The finding of the study is further support the claim of Talmage-Rostron(2024),stating that effective team communication increases trust and staff morale. Promoting open communication in the workplace, whether written or oral, develops a more unified and efficient team, which leads to better financial performance. Efficient communication is critical for promoting creativity in business and can be achieved through methods such as exchanging ideas and collaborating, actively listening and providing feedback, communicating across departments, and ensuring transparent and inclusive communication.

TABLE 3.1. MANAGEMENT SKILLS OF RESPONDENTS IN TERMS OF CONFLICT RESOLUTION

| STATEMENTS | MEAN | DESCRIPTION |
|------------|------|-------------|
|------------|------|-------------|



| | | |
|----------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|
| 1. Rather than let the other person make a decision without my input. I make sure I am heard and also that I hear the other out. | 3.27 | STRONGLY AGREE |
| 2. When there is a disagreement, I gather as much information as I can and keep the lines of communication open. | 3.23 | AGREE |
| 3. When I find myself in an argument, I usually say very little and try to leave as soon as possible. | 3.08 | AGREE |
| 4. I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved? | 3.42 | STRONGLY AGREE |
| 5. I discuss issues with others to try to find solutions that meet everyone's needs. | 3.42 | STRONGLY AGREE |
| CATEGORICAL MEAN | 3.28 | STRONGLY AGREE |

Table 3.1 shows that the categorical mean is 3.28 with a description of strongly agree. The statement, "I try to see conflicts from both sides. What do I need? What does the other person need? What are the issues involved?" and "I discuss issues with others to try to find solutions that meet everyone's needs" has the highest mean of 3.42 with a description of strongly agree. On the other hand, the statement, "When I find myself in an argument, I usually say very little and try to leave as soon as possible" has the lowest mean of 3.08 with a description of agree. This result implies a thoughtful and empathic approach to dispute resolution. It displays a mature and constructive attitude to conflict resolution, with a focus on mutual understanding. It suggests a collaborative and inclusive approach to issue solving. It demonstrates a dedication to achieving balanced, fair, and mutually beneficial solutions via open and productive communication.

The finding of the study is further support the claim of Sharma(2023),stating that Conflict resolution is essential in any professional context because it promotes mutual understanding and the achievement of a just and unbiased agreement among all parties concerned. Employees and management must work together effortlessly. Efficient conflict resolution allows for a transparent and unhindered flow of ideas, builds confidence among employees, and ensures a productive and conducive environment. To effectively settle conflict, it is critical to understand the underlying cause and design a solution that addresses both sides.

TABLE 3.2. MANAGEMENT SKILLS IN TERMS OF RISK MANAGEMENT

| STATEMENT | MEAN | DESCRIPTION |
|-------------------------------------------------------------------------------------------------------|-------------|-----------------------|
| 1. Finding in risk management exercises relating to my practice should be cascaded to my institution. | 3.38 | STRONGLY AGREE |
| 2. Risk management exercises will improve the Radiology practice in providing safety to patients. | 3.73 | STRONGLY AGREE |
| 3. Risk management is already conducted in my institution. | 3.58 | STRONGLY AGREE |
| 4. Risk management is applicable in all Radiology professions. | 3.38 | STRONGLY AGREE |
| 5. Risk management should be conducted by my institution at periodic basis. | 3.42 | STRONGLY AGREE |
| CATEGORICAL MEAN | 3.50 | STRONGLY AGREE |

Table 3.2 shows that the categorical mean is 3.50 with a description of strongly agree. The statement, "Risk management exercises will improve the Radiology practice in providing safety to patients" has the highest mean of 3.73 with a description of strongly agree. On the other hand, the statement, "Risk



management is applicable in all Radiology professions” and “findings in risk management exercises relating to my practice should be cascaded to my institution” has the lowest mean of 3.38 with a description of strongly agree. As a result, the respondents believe that applying systematic risk management systems can improve the safety and quality of radiology services. It signifies a commitment to upholding excellent patient care standards through systematic risk management and mitigation in radiology practice.

The finding of the study is further supporting the claim of CFI (2022), stating that Risk management is the process of identifying, assessing, and addressing risks that are inherent in an organization's activities. Effective risk management requires actively pursuing control over future outcomes rather than taking a reactive approach.

TABLE 3.3. MANAGEMENT SKILLS OF RESPONDENTS IN TERMS OF QUALITY CONTROL

| STATEMENTS | MEAN | DESCRIPTION |
|---------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------|
| 1. I ensure that processes needed for the quality management system are established, implemented and maintained. | 3.38 | STRONGLY AGREE |
| 2. I report to top management on the performance of the quality management system and any need for improvement? | 3.42 | STRONGLY AGREE |
| 3. I ensure the promotion of awareness of customer requirements throughout the organization. | 3.35 | STRONGLY AGREE |
| 4. I give suggestions to the organization about the freedom to resolve matters pertaining to quality. | 3.42 | STRONGLY AGREE |
| 5. I assure that I always contribute to anything that will improve the quality of the hospital/administration that I work with. | 3.42 | STRONGLY AGREE |
| CATEGORICAL MEAN | 3.40 | STRONGLY AGREE |

Table 3.3 shows that the categorical mean is 3.40 with a description of strongly agree. The statement, “I report to top management on the performance of the quality management system and any need for improvement”, “I give suggestions to the organization about the freedom to resolve matters pertaining to quality” and “I assure that I always contribute to anything that will improve the quality of the hospital/administration that I work with” has the highest mean of 3.42 with a description of strongly agree. On the other hand, the statement, “I ensure that processes needed for the quality management system are established, implemented and maintained” has the lowest mean of 3.38 with a description of strongly agree. This implies that the respondents are dedicated to upholding high standards, encouraging continual development, and ensuring that senior management is thoroughly informed and involved in the quality management process.

The finding of the study is further supporting the claim of CFI (2024), stating that the goal of quality management is to encourage collaboration among all stakeholders within an organization with the goal of improving the company's procedures, products, services, and culture in order to achieve long-term success based on customer happiness. Quality management is critical in supporting greater uniformity within an organization's duties and operations related to the manufacturing of goods and services, hence contributing to increased customer satisfaction.



TABLE 4.1. DIFFERENCE ON THE LEADERSHIP SKILLS OF RADIOLOGIC TECHNOLOGISTS IN GUZMAN GROUP OF COMPANIES BASED ON THEIR PROFILE VARIABLES

| VARIABLES | | LEADERSHIP SKILLS | | |
|------------------------------|----------|-------------------|-----------------|----------------------|
| | | DECISION MAKING | TIME MANAGEMENT | COMMUNICATION SKILLS |
| SEX | t- value | .294 | .245 | .159 |
| | p- value | .771 | .809 | .875 |
| CIVIL STATUS | f- value | .562 | 1.078 | .619 |
| | p- value | .577 | .357 | .547 |
| SOCIO-ECONOMIC STATUS | t- value | 1.504 | 1.389 | .729 |
| | p- value | .146 | .177 | .473 |
| YEARS OF EXPERIENCE | f- value | 1.588 | 2.118 | 1.087 |
| | p- value | .221 | .127 | .375 |
| DESIGNATION | f- value | 3.208 | .126 | 1.516 |
| | p- value | .043* | .944 | .238 |
| INSTITUTION | f- value | .322 | .514 | .513 |
| | p- value | .860 | .726 | .727 |

Table 4.1 shows that there is significant difference on the Designation of the respondent to the Leadership Skills in terms of Decision making with a p-value of .043. Therefore, the null hypothesis is rejected. It indicates that different designation such as the faculty, staff, head and coordinator have different approach in making decision.

Thus, these findings are supported by literature. In hierarchical structure (2023), it was stated there that hierarchical structure refers to the delegation of authority using a pyramid model, with the most authoritative professionals at the top and general employees at the bottom. Understanding this type of structure can help a company determine whether implementing a hierarchy would help it achieve its goals.



TABLE 4.2. DIFFERENCE ON THE MANAGEMENT SKILLS OF RADIOLOGIC TECHNOLOGISTS IN GUZMAN GROUP OF COMPANIES BASED ON THEIR PROFILE VARIABLES

| VARIABLES | | MANAGEMENT SKILLS | | |
|-----------------------|----------|---------------------|-----------------|-----------------|
| | | CONFLICT RESOLUTION | RISK MANAGEMENT | QUALITY CONTROL |
| SEX | t- value | .222 | 1.519 | 1.775 |
| | p- value | .826 | .142 | .089 |
| CIVIL STATUS | f- value | .246 | .973 | .611 |
| | p- value | .784 | .393 | .551 |
| SOCIO-ECONOMIC STATUS | t- value | .655 | 1.524 | 1.857 |
| | p- value | .519 | .141 | .076 |
| YEARS OF EXPERIENCE | f- value | 1.264 | .067 | .170 |
| | p- value | .311 | .977 | .916 |
| DESIGNATION | f- value | 2.409 | 3.268 | 4.357 |
| | p- value | .094 | .040* | .015* |
| INSTITUTION | f- value | 2.736 | 6.607 | 4.360 |
| | p- value | .056 | .001* | .010* |

Table 4.2 shows that there is significant difference on the Designation of the respondent to the Management Skill in terms of Risk Management with a p-value of .040 and Quality control with a p-value of .015. There is also significant difference on the Institution of the respondent to the Management Skill in terms of Risk Management with a p-value of .001 and Quality control with a p-value of .010. Therefore, the null hypothesis is rejected. It indicates that different designation such as faculty, staff, head and coordinator influence the approach in risk management and quality control. It also indicates that different institution such as RPGMC, Holy infant Hospital, ISAP-kalinga, MCNP, and ACMC has different approach how to implement and conduct risk management and quality control.

Thus, these findings are supported by literature. A study by Johnson and Brown (2019), stated that effective risk management requires proactive measures to educate employees about potential hazards and appropriate mitigation strategies. Targeted training programs tailored to employees' designations significantly enhance risk awareness and adherence to safety protocols. By providing role-specific training, organizations empower employees to recognize and respond to risks pertinent to their responsibilities, thereby reducing the likelihood of incidents.

TABLE 5.1. RELATIONSHIP BETWEEN THE LEADERSHIP SKILLS AND MANAGEMENT SKILLS OF RADIOLOGIC TECHNOLOGIST



| | | LEADRSHIP SKILLS | | | |
|-------------------|---------------------|------------------|-----------------|-----------------|----------------------|
| VARIABLES | | | DECISION MAKING | TIME MANAGEMENT | COMMUNICATION SKILLS |
| MANAGEMENT SKILLS | CONFLICT RESOLUTION | r-value | .388 | .679** | .688** |
| | | p-value | .050 | .000* | .000* |
| | RISK MANAGEMENT | r-value | .171 | .277 | .314 |
| | | p-value | .402 | .171 | .118 |
| | QUALITY CONTROL | r-value | .233 | .402* | .403* |
| | | p-value | .252 | .042* | .041* |

Table 5.1 shows that there is a negligible correlation between the leadership skills and management skills of the radiologic technologists in terms of their time management and communication skills to their conflict resolution. In addition, there is also a moderate correlation between the leadership skills and management skills of the radiologic technologists in terms of their time management and communication skills to their quality control.

Thus, these findings are supported by literature. This is confirmed similarly by Covey (2018) stated that effective time management is a cornerstone of successful conflict resolution within organizations. Effective managers prioritize tasks, set realistic deadlines, and delegate responsibilities strategically to optimize productivity. By managing time efficiently, managers create opportunities for proactive conflict resolution efforts, preventing minor disagreements from escalating into significant disputes. Moreover, clear and effective communication is essential for resolving conflicts and fostering collaboration within teams. Research by Guerrero and Floyd (2020) highlights the importance of active listening, assertiveness, and nonverbal communication in facilitating constructive dialogue and finding common ground. Managers who possess strong communication skills can navigate conflicts tactfully, ensuring that all parties feel heard and respected throughout the resolution process.

CONCLUSION

This study aimed to determine the leadership and management skills of Radiologic technologists of the Guzman group of companies in terms of decision-making, time management, communication skills, conflict resolution, risk management, and quality control. With the study's objective in mind and the results above, we the researchers have concluded that the radiologic technologists in this group exhibit strong leadership skills, particularly in decisionmaking, time management, and communication. They prioritize thorough analysis and professional experience in decision-making, demonstrate punctuality and effective time management, and show a proactive approach to communication, fostering teamwork



and efficiency. The study also concludes that the respondents possess proficient management skills, especially in conflict resolution, risk management, and quality control. They effectively address conflicts by considering all sides and seeking collaborative solutions, place high importance on risk management exercises for patient safety, and actively contribute to quality control measures to enhance operational efficiency. The conclusion indicates significant differences in leadership and management skills based on the respondents' designations and institutions. Different roles and workplace environments influence their approach to decision-making, risk management, and quality control, suggesting that professional responsibilities and institutional practices shape the development and application of these skills. Furthermore, the study concludes that there is a negligible correlation between certain leadership and management skills, such as time management and conflict resolution, while a moderate correlation exists between time management, communication, and quality control. This suggests that while some leadership and management skills are interrelated, others develop independently. Overall, the study concludes that radiologic technologists at the Guzman Group of Companies possess significant leadership and management skills influenced by their roles and institutional environments. While there is some overlap between leadership and management competencies, the relationship varies, highlighting the need for targeted professional development to enhance specific skills relevant to different positions and organizational contexts. Despite the results above, a leadership and management program were crafted to maintain the gathered results.

RECOMMENDATIONS

Based on the result above the researchers recommend that the head of each institution may conduct risk management seminars and programs for the employees in their institutions in resolving risk management in cases of danger. Each institution may also pursue interventions aimed at resolving radiologic technologists' concerns regarding their management and leadership abilities. Furthermore, each institution may pursue reach out programs for the employees to get to know each other or to bond, for the employees to have better relationship that may result to a better work environment. Researchers also suggested that the head of each department or institution may conduct meetings to raise concerns about their workflows and how to manage arguments that may arise a work. Moreover, the head of each institution may conduct training to ensures that processes needed for the quality management system could be established, implemented and maintained. In terms of communication skills, we recommend each institution to pursue trainings or seminars on how to maximize the use of non-verbal communication in dealing with clients. We, the researchers also recommend that every head of the department or institutions may implicate award/reward system for their employees to take a day to spend for their family or friends. We also suggest that each institution may conduct an extensive seminar to better enhance the leadership and management skills of the radiologic technologists more.

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