

Linking Work Engagement and Team Cohesion to Organizational Performance: The Case of PhilHealth-BARMM Office

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ABSTRACT

The aim of this study is to understand how work engagement and team cohesion contribute to organizational performance in Philippine Health Insurance Corporation – Bangsamoro Autonomous Region in Muslim Mindanao (PhilHealth-BARMM) regional office. One hundred staff members, supervisors, and administrators of PhilHealth-BARMM, were given a measure of work engagement scale, team cohesion scale, and organizational performance. The results revealed that the respondents have moderate work engagement and moderate cohesion with the team. The PhilHealth-BARMM regional office yielded an average performance for the year 2020-2021. Correlation analysis reported that work engagement and team cohesion are positively related to organizational performance. An important implication of the study is that employees of PhilHealth-BARMM should assume the relevance of developing adequate and challenging work conditions, human resources practices and atmosphere in order to improve the overall efficiency of the organization.

KEYWORDS: BARMM; cohesion; engagement; performance

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1. Introduction

Founded in 1955, the Philippine Health Insurance Corporation (PhilHealth) is a government-owned and controlled corporation (GOCC) attached to the Department of Health. It aims to help the Philippines achieve universal health coverage for its people.

The Universal Health Care Law (Republic Act 112231) of 2019 “is an act instituting universal health care for all Filipinos, prescribing reforms in the health care system.” It guarantees that all Filipinos have equitable access to quality and affordable health care services and goods and protected against financial risk. It helps ensure every Filipino is healthy, protected from health risks and hazards and has access to affordable, quality, and readily available health services [1].

The Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) is an autonomous region located in the southern Philippines. It was established in 2019,

replacing the Autonomous Region of Muslim Mindanao (ARMM). Its establishment was the culmination of several years of peace talks between the Philippine government and several autonomists' groups, in particular the Moro Islamic Liberation Front (MILF) [2]. The newly established PhilHealth-BARMM is located in Marawi City, the Regional Center of BARMM. It has set a target to achieve coverage of the entire population under the scheme of the social insurance that allows the healthy to pay for the coverage of the sick. Those who can afford medical care can subsidize those who cannot afford it. The indigents are also subsidized by both local and national governments.

The Universal Health Care Law mandated the implementation of a new quality standards focused on patient's rights, organizational ethics, patients care, leadership and management, human resource management, information management, safe practices and environment and mechanism of improving performance of hospital's accreditation. This study, therefore, helps to provide and align quality services of the employees of PhilHealth-BARMM. The goal of the study is to improve organizational efficiency and performance of PhilHealth-BARMM which are the focus of several companies, founders, top managers, and administrators. Being new in the government, PhilHealth-BARMM should be extensively studied as to how its performance may be affected by several factors such as work engagement and team cohesion.

In an increasingly challenging, complex, and diverse workplace such as PhilHealth-BARMM, the importance of effective human resource management for individual performance and subsequently for organizational success, has been widely recognized and organizations that promote engagement-directed and cohesion-oriented human resources practices are more likely to achieve organizational goals. Therefore, this study was conducted to determine the work engagement and team cohesion among PhilHealth-BARMM employees and their relationship with organizational performance.

2. Methodology

2.1 Research Design and Setting

This research used a cross-sectional research design to evaluate work engagement and team cohesion and their connection with organizational performance. The survey was conducted in PhilHealth-BARMM Regional Office, Marawi City, Philippines.

2.2 Respondents

This survey research was based on a sample of 100 staff members, supervisors, and administrators of PhilHealth-BARMM and was carried out in five departments of the said office. Selection of the sample was purposive in such a way that only employees who have rendered at least six months of work were included for the survey.

2.3 Instrument

A self-made questionnaire was used to elicit data from the respondents. The 32-item questionnaire comprised of two parts: employees' work engagement scale and team cohesion scale. The work engagement scale has four subscales, namely, work of the company, motivation to people, leadership, learning and development. Team cohesion scale consisted of four parts, namely, role clarity, team environment, team relations, and communication. Each item in the questionnaire was rated on a four-point Likert scale with '4' being the highest and '1' being the lowest. The questionnaire obtained a Cronbach alpha of 0.87, which is deemed adequate.

Meanwhile, the organizational performance was based on the performance ratings of PhilHealth-BARMM Regional Office in terms of service excellence and membership satisfaction, health care benefits, collection efficiency, innovation in research, and operational effectiveness.

2.4 Data Analysis

Data analysis was done with the use of SPSS (Statistical Package for the Social Sciences), also known as IBM SPSS Statistics. Mean was used to describe the continuous variables. Pearson-r correlation was utilized to assess if work engagement and team cohesion are related to organizational performance. A p-value less than 0.05 was considered significant.

3. Results and Discussion

Data presented in Table 1 show that most of the employees have moderate engagement in their work in the company. It can be said that majority were highly engaged in being honored to be part of their respective departments by which they were proud to inform everyone where they were working. Along with being proud is the responsibility to put into mind the mission of the company. As a result, they felt comfortable and at ease with the institution and that they felt like their current workplace is one great avenue to work at. This just goes to show that when employees feel engaged in the company, they feel a deep sense of pride that they belonged to such workplace. In effect, the company becomes a highly conducive working environment where employees feel part and engaged with the organization.

As presented in Table 2, the employees were said to be moderately engaged in terms of motivation to people with. It can be noted that they were moderately engaged with how their bosses encourage and uplift them to perform the highest standards they were expected to do and that they were recognized when they did exemplary performance in the company. When their superior sees good performances from the subordinates, they would feel satisfied with the impact of their managerial skills. Moreover, employees were engaged with everyone in the department as they work hand – in – hand to achieve a common goal. This way the employees were engaged with genuine happiness and fulfillment with how they were treated in the company which led to a highly conducive working environment. This means that when employees were given due notice and recognition from their performances, they become extrinsically

Table 1. Mean distribution of the degree of work engagement in terms of work of the company.

Items	Mean	Description
I am proud to work with the company.	3.57	High
I am always informed of new office development.	3.27	Moderate
I feel comfortable and ease with the company.	3.35	Moderate
I am happy to tell someone about the company.	3.35	Moderate
I understand the mission of the company.	3.52	High
I feel it is a great place to work.	3.41	Moderate
Average	3.41	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

Table 2. Mean distribution of the degree of work engagement in terms of motivation to people.

Items	Mean	Description
My superior always encourages me to do my best.	3.37	Moderate
My co-worker offers wide range of help needed.	3.44	Moderate
My superior am fully satisfied with my work environment.	3.29	Moderate
I am happy with my superiors treating subordinates.	3.30	Moderate
My boss clearly explains information sought.	3.37	Moderate
I get recognition when I do good works.	3.28	Moderate
Average	3.34	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

motivated. Lastly, when camaraderie takes place in the company, employees tend to deliver quality services anchored on one common goal or mission.

The data shown in Table 3 imply that the employees were moderately engaged in the type of leadership they were under. Specifically, they were moderately engaged to prompt feedback, advice, and suggestions coming from their superior. In workplaces, it pays to know that leaders are good role models. Employees tend to look up to their bosses and emulate such characteristics being displayed to them. An example of a good leader is one who ensures that everything is under control. It can be noted that the employees perceived that the company sees to it that the needed resources are readily available. In terms of organizational practices, their superiors provide clear and detailed instructions and directions. When leaders are good at managing and supervising, staffs will be knowledgeable enough in taking their roles in the company. This means that good leadership brings about a productive workplace.

As could be gleaned in Table 4, the employees were moderately engaged in learning and development. It can be noted that the employees were highly engaged in trainings and programs that are aimed at improving their skills and competence which

Table 3. Mean distribution of the degree of work engagement in terms of leadership.

Items	Mean	Description
My superior provides proper advice and suggestions.	3.27	Moderate
My boss gives clear instruction with details.	3.21	Moderate
Give prompt feedback to subordinates	3.29	Moderate
My superior is a great model.	3.19	Moderate
Ensure availability of needed resources	3.39	Moderate
My boss provides clear direction.	3.27	Moderate
Average	3.27	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

Table 4. Mean distribution of the degree of work engagement in terms of learning and development.

Items	Mean	Description
I receive feedback about my work performance.	3.23	Moderate
I am given the opportunity to improve my skills and competence.	3.57	High
My work is challenging with more areas to learn.	3.26	Moderate
The company provide us career opportunities.	3.11	Moderate
I am given the chance to be more successful in my work.	3.61	High
Average	3.36	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

would help them become successful and productive members of the organization. One good thing about the institution is that they provide career opportunities to employees to help them in their personal growth and professional developments. This means that institution should be particular with how they would better hone the talents that they have so that they can produce holistic and top-caliber employees.

The data presented in Table 5 imply that the respondents had moderate cohesion with the team in terms of role clarity. It can be highlighted that encouragement played a huge role in reinforcing team efforts which led to an effective team direction. With regards to workloads, it can be noted that there is a fair and equal distribution of work across all members of the institution. Also, each group is well-informed about the activities of other groups. Whenever conflict arises, there is enough intervention to resolve such conflicts. This means that employees are, generally, knowledgeable on their roles in the department which means that they were informed with their workload.

As could be seen in Table 6, the respondents had moderate cohesion with the team in terms of team environment. It can be noted that teamwork and collaboration are evident in their respective departments. There is a free flow of communication to all members of the organization which means that everyone has an equal say on very

Table 5. Mean distribution of the level of cohesiveness in terms on role clarity.

Items	Mean	Description
There is an effective team direction.	3.33	Moderate
My work group knows sufficiently about the other work group.	3.26	Moderate
There is sufficient mechanism for team conflict resolution.	3.31	Moderate
My work group encourages team efforts.	3.52	High
There is good alignment among work groups.	3.31	Moderate
The work assignments are fairly distributed.	2.48	Low
Average	3.20	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

Table 6. Mean distribution of the level of cohesiveness in terms on team environment.

Items	Mean	Description
Workers are free to come up with their own initiatives.	3.24	Moderate
The team has considerable authority to make its work improvement.	3.27	Moderate
Workers cooperate by using their thoughts and feelings.	3.31	Moderate
Workers are inspired to work together.	3.30	Moderate
Team collaboration is very evident.	3.28	Moderate
There is a free flow of communication among the team members.	3.33	Moderate
Average	3.29	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

matters related to the company. This way, workers are motivated to work in collaboration with other employees giving them opportunities to present their own ideas and opinions. The success of an organization needs a collective effort from its workers. When employees are well – acquainted with other staffs, they feel open and belonged to the organization. In effect, everyone in the team makes initiatives to improve and develop performance of the institution.

Information shown in Table 7 report that team relations is an important factor in fostering team cohesion. Being able to freely move with the support of other employees in the institution improves team cohesion. Each employee feels a deep sense of belongingness to their assigned departments. Also, unity is evident where each employee is happy getting along with other members of the organization. This means that team relations are also one important factor in the success of a company. When employees feel at ease and comfortable along with others, institutional goals will be achieved smoothly.

Table 7. Mean distribution of the level of cohesiveness in terms on team relations.

Items	Mean	Description
I believe that am really part of the working group.	3.34	Moderate
I work together with one big group.	3.41	Moderate
I feel freely to move with support of my team mates.	3.55	High
I appreciate the way my co-workers getting along with each other.	3.43	Moderate
I am happy the manner my team mates supporting the group.	3.44	Moderate
I prefer to stay with the group as much as possible.	3.39	Moderate
Average	3.42	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

Table 8. Mean distribution of the level of cohesiveness in terms on cohesion.

Items	Mean	Description
There is sufficient efforts to get the opinion and ideas from workers.	3.21	Moderate
Information flows freely and clearly in the organization.	3.17	Moderate
The channels of communication are strictly followed.	3.20	Moderate
The team is open or transparent to performance feedback.	3.23	Moderate
There is a mode to settle team communication problem.	2.49	Low
Average	3.06	Moderate

Legend: 3.50-4.00=High; 2.50-3.49=Moderate; 1.50-2.49=Low; 1.00-1.49=None

As observed in Table 8, good communication affects team cohesion in a moderate degree. Based on the findings, respondents believed that there is good communication in the institution as everyone is free to express themselves. This led to a smooth flow of information in the institution. Though the opinion of everyone matters, still everyone follows strict protocols. However, despite the openness of everyone to opinions and suggestions, the mode to resolving problems in communication is fairly cohesive. This means that while communication is important, it is noteworthy to know that there should be limitations in expressing oneself. Each opinion and suggestion may matter but knowing when the right time to speak also speaks multitude.

According to Table 9, PhilHealth-BARMM is performing on an average level. The institution had high performance in terms of service excellence and membership and collection efficiency while a below average performance is noted in the aspect of innovation and research. The latter means that the institution may have neglected the

Table 9. Mean distribution table on the organizational performance of PhilHealth-BARMM.

Key Performance Indicators	Score	Description
Service excellence and membership satisfaction	25.79	High Average
Health care benefits	17.06	Average
Collection efficiency	23.61	High Average
Innovation in research	12.89	Below Average
Operational effectiveness	20.53	Average
Average	19.98	Average

Legend: 26-30=Outstanding; 21-25=High Average; 16-20=Average; 11-15=Below Average

Table 10. Correlation analysis between the variables of the study.

Variables	R	p-value	Significance	Decision
Work Engagement and Organizational Performance	0.3751	0.00012	Significant	Reject
Team Cohesion and Organizational Performance	0.3936	0.000051	Significant	Reject

importance of conducting research and innovation that would help improve the delivery of services in the institution.

Table 10 shows that the calculated p-value (0.00012) when work engagement is correlated with organizational performance is less than the significance level; thus, the null hypothesis is rejected. Hence, there is a significant relationship between the institutional performance and employees’ work engagement. This denotes that when employees are well-engaged on the organization and that they feel a part of it, they tend to become more productive and successful members of the institution.

When team cohesion is correlated with organizational performance, the computed p-value (0.000051) is less than the level of significance; thus, the null hypothesis is rejected. Hence, there is a significant relationship between institutional performance and the level of team cohesiveness. This means that team cohesiveness affects the performance on an institution. This implies that when employees work together for a common goal, the performance of the institution is improved.

4. Conclusions and Recommendations

This study concludes that most of the employees of the PhilHealth-BARMM Regional Office were diligent in their respective works. It can be noted that the employees were highly engaged in trainings and programs that are aimed at improving their skills and competences which would help them become successful and productive

members of the organization and moderately cohesive where employees know their assigned responsibilities and unity and collaboration are evident. One good thing about the said office is that it provides career opportunities to employees to help them improve their personal growth and professional development. This means that the institution is concerned in honing employees with skills and values that would contribute to quality performance and good work attitude.

PhilHealth-BARRM Regional Office was performing well in terms of service excellence and membership and in collection efficiency and this means that the institution was able to meet its target in 2019. However, in terms of innovation and research, the organization's performance was under par. This denotes that the institution may have neglected the importance of conducting research and innovation that would help improve the delivery of services in the institution.

Meanwhile, the study concluded that work engagement and team cohesiveness were positively related to organizational performance. This implies that employees affect the performance of the institution and that when the employees are well-engaged in the organization and work conjointly for a common goal, employees become more productive and successful members; thus, the performance of the institution is improved and enhanced.

Based on the conclusions, the following recommendations were made:

- The supervisor and head of the departments may communicate clear goals and expectations to their employees.
- The institution may actively promote organizational effectiveness, reputation, values, and ethics.
- The top management may conduct seminars and trainings on innovation and research that will benefit the institution.
- Employees may create a strong team environment and provide constant feedback on the positives to maintain harmonious working relationship.
- Managers may facilitate effective group dynamics that shall include defining goals and values, offer training and development and encourage team building that inspires employees to become collaborators.
- Orientation and onboarding system should be improved for an effective and engaging orientation, as well as a well-thought-out onboarding process.

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Conflict of Interest Statement

The authors declare no conflict of interest.

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