



PHILIPPINE HEALTH INSURANCE CORPORATION (PhilHealth) EMPLOYEES MOTIVATING FACTORS AND PERFORMANCE IN PUERTO PRINCESA CITY, PALAWAN

By: Raymond Ian B. Ducado

Article history:		Abstract:
Received:	20 th January 2024	<p>This study determined the Philippine Health Insurance Corporation (PhilHealth) employees motivating factors and performance in Puerto Princesa City, Palawan. Specifically, it aimed to determine the respondent's profile, describe the employees' motivation factors, and identify the motivational factors that most impact an employee's performance.</p> <p>This research is a descriptive type of study. The researcher administered the adopted survey questionnaire of three parts to gather the data. The first part concerns the respondent's profile, followed by the employees' motivation and the factors that most impact an employee's performance. The study's respondents were all the Philippine Health Insurance Corporation (PhilHealth) employees in the Puerto Princesa City branch. Only twelve respondents participated by answering the adopted survey questionnaire. Frequency, percentage, and mean were used to describe the respondents based on their profiles. The researcher used a four-point Likert scale to gauge the respondents' perceptions.</p> <p>Results revealed that out of 9 respondents, they are 41-50 years old. Regarding sex, the majority are female, married, and college graduates. All employees are assigned to the PhilHealth Local Health Insurance Office in Palawan. While employment status, most of the employees are casual; only three are permanent and have worked for more than 16-20 years in service. The intrinsic factors that influence employee performance contribute significantly to the organization's rank as number one with a descriptive rating of strongly agrees. However, the least or last rank is the level of empowerment. Overall, the descriptive rating for the intrinsic factors that influence employees' performance strongly agrees with a numerical score of 3.70. While the extrinsic factors that influence employee performance, workplace security ranks number one with a descriptive rating of strongly agree. However, the last rank is co-workers' relationship. Overall, the descriptive rating for the extrinsic factors that influence employees' performance strongly agrees with a numerical score of 3.76.</p> <p>The respondents agree that both intrinsic and extrinsic factors influence employees' performance. According to the study's results, extrinsic motivation factors gave the highest mean score of 3.76, with a descriptive rating of strongly agree. Most of the extrinsic factors, such as the employees' workplace security, leadership style, good managerial relations, work environment, and job enrichment, were the highly cited extrinsic motivation factors that influenced employees' performance. Based on the study's results, the following recommendations were made: Regularization of existing employees and additional manpower to compensate for extensive services provided by the agency for the whole Province of Palawan, leaders should foster open communication with employees to cultivate a good team environment and promote intrinsic motivation for the employees to be more engaged in their work, which could lead to better performance.</p>
Accepted:	14 th March 2024	

Keywords: *PhilHealth, Employees, Motivating Factors, Employee performance*

INTRODUCTION

The Philippine Health Insurance Corporation, or PhilHealth, was established to provide health insurance coverage and ensure affordable, acceptable, available, and accessible healthcare services for all citizens of the Philippines. It shall serve as the means for the healthy to help pay for the care of the sick and those who can afford medical care to subsidize those who cannot (Article III, Section 5 of RA 7875 as amended).

Despite this mandate, PhilHealth is also facing different allegations. The rank-and-file employees of PhilHealth have suffered so much from the allegations (MAGSINO, 2020). However, an employee's job performance, both internal and external issues, significantly impacts their longevity within an organization. The most crucial goal of every organization is to have high-performing employees who are always motivated to work. Attaining this dream has been difficult because of workers' complex behavior. Motivation is one of the most significant factors affecting human behavior. Motivation affects not only other cognitive factors like perception and learning but also the total performance of an individual in an organizational setting. Therefore, good supervisors and managers should maintain a positive attitude by valuing employees and treating them fairly through designing a supportive environment that motivates employees.

There are several ways that employees can be motivated in their respective workplaces. According to McCormick et al. (2015), cited by Bergstrom and Martinez (2016), motivation can be categorized into two classes: intrinsic and extrinsic. Intrinsic motivation factors are inherent in the job, and the individual enjoys completing the task or attaining his goals. This includes a sense of challenge and accomplishment. In contrast, extrinsic motivations are external to the job's task, such as pay, work conditions, fringe benefits, security, promotion, contract of service, the work environment, and work conditions.

The study recommended that the management of Philhealth should be concerned about understanding employees' needs and wants, providing a comfortable work environment, and rewarding every task an employee completes well; hence, this study.

OBJECTIVES OF THE STUDY

Generally, this study determined the Philippine Health Insurance Corporation (PhilHealth) employees motivating factors and performance in Puerto Princesa City, Palawan. Specifically, it aimed to determine the respondent's profile, describe the employees' motivation factors, and identify the motivational factors that most impact an employee's performance.

MATERIALS AND METHODS

This research is a descriptive type of study. The researcher administered the adopted survey questionnaire of three parts to gather the data. The first part concerns the respondent's profile, followed by the employees' motivation and the factors that most impact an employee's performance.

The study's respondents were all thirteen Philippine Health Insurance Corporation (PhilHealth) employees in the Puerto Princesa City branch. However, only eleven respondents participated by answering the adopted survey questionnaire. Total enumeration was used.

Frequency, percentage, and mean were used to describe the respondents based on their profiles. The researcher used a four-point Likert scale to gauge the respondent's perceptions.

RESULTS AND DISCUSSION

RESPONDENTS' PROFILE

Table 1 shows the demographic profile of the respondents. It commenced by disclosing the respondents' characteristics based on their age. Results revealed that out of 9 respondents, 5(45.5%) of them are from 41-50 years old followed by 2 (18.2%), both from 26-30 and 31-40 years old lastly, both 1(9.1%) 18-25- and 51-60-years old years' age bracket. According to the Philippines Statistics Authority, the 45 to 54 age group made up the third largest group in 2019.

In terms of sex majority of 7(63.68%) are female, and 4(36.4%) are male. It implies that in this office, more women work. However, according to the report from the Philippines Statistics Authority the among men and women, the labor force participation rate in January 2021 was higher for men than for women.

As for the civil status, 9(81.8%) are married, and 2(18.2%) are single.

As to the highest educational attainment, the result revealed that most 7(63.6%) are college graduates, 3(27.3%) are master's degrees, and lastly, 1(9.1%) is a Ph.D. graduate. It implies that any office requires all employees must be college graduates. It also confirmed (Doyle, 2021) that it is essential to understand the educational requirements needed for success in the role. Many occupations require a certain level of education to be eligible to work in that profession.

Regarding the office assigned, all of the employees are assigned to the PhilHealth Local health insurance office in Palawan. While the employment status, the majority of them 7(63.6%) are casual, followed by 3(27.3%) permanent, and 1(9.1%) job order.

While the length of service, the result revealed that the majority 5(45.5%) are 16-20 years in service, followed by 3(27.3%) with 1-5 years in service, 2(18.2%) with 21 years above.

Table 1. Respondents' Profile

AGE	Frequency (n=11)	Percentage
18-25 years old	1	9.1
26-30 years old	2	18.2
31-40 years old	2	18.2
41-50 years old	5	45.5
51-60 years old	1	9.1
SEX		
Male	4	36.4
Female	7	63.6
Civil Status		
Single	2	18.2
Married	9	81.8
Highest Educational Attainment		
College Graduate	7	63.6
Master's Degree	3	27.3
Ph.D. Degree	1	9.1
Office Assigned		
Philhealth LHIO Palawan	11	100
Employment Status		
Permanent	3	27.3
Casual	7	63.6
Job Order	1	9.1
Length of Service		
1-5 years	3	27.3
6-10 years	1	9.1
16-20 years	5	45.5
21 years and above	2	18.2

MOTIVATION FACTORS OF PHILHEALTH EMPLOYEE INTRINSIC FACTORS THAT INFLUENCE EMPLOYEES' PERFORMANCE

Table 2 on the intrinsic factors that influence employee performance shows that statement ten reads, 'I am more motivated to do my job when I feel it contributes significantly to the organization's ranks number one with a descriptive rating of strongly agree. However, the least or last rank reads "Important intrinsic factors identified by the respondents were the level of empowerment and employee autonomy at my organization impacts my motivation". Overall, the descriptive rating for the intrinsic factors that influence employees' performance strongly agrees with a numerical score of 3.70.

Generally, the intrinsic factors that influence employee performance as viewed by the employees as part of the operations are helping the organization to perform well as much as they can.

Table 2. Intrinsic Factors that Influence Employees' Performance

	Mean	Descriptive Rating	Rank
I perform well in my job when I feel recognized and appreciated for my contribution to the organization.	3.58	Strongly Agree	7
The level of empowerment and employee autonomy at my organization impacts my motivation.	3.45	Agree	10
I believe my work has influenced my performance level.	3.54	Strongly Agree	9
The degree of trust exhibited at my workplace is a determinant of my level of performance at work.	3.73	Strongly Agree	5
I am more motivated to perform my job when I feel there is fairness in treatment at the workplace.	3.91	Strongly Agree	2
The degree of skill variety required to perform my job impacts my motivation.	3.82	Strongly Agree	3.5
Attaining constant job feedback on my performance level influences how motivated, I am to perform my job.	3.55	Strongly Agree	8
The amount of responsibility I possess within my job impacts my overall motivation.	3.64	Strongly Agree	6
The extent I feel I am being trained and developed at my job impacts my motivation.	3.82	Strongly Agree	3.5

I am more motivated to do my job when I feel it contributes significantly to the organization.	4.00	Strongly Agree	1
Overall Mean	3.70	Strongly Agree	

EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEES’ PERFORMANCE

Table 3 on the extrinsic factors that influence employee performance shows that statement number ten which reads “I believe safe working at my workplace influences my motivation,” ranks number one with a descriptive rating of strongly agree. Followed by statements two, three, five, six, four, seven, one, and nine. However, the last rank read “My level of motivation at my job is, to an extent, influenced by my co-workers”. Overall, the descriptive rating for the extrinsic factors that influence employees’ performance strongly agrees with a numerical score of 3.76.

It shows that employee motivation is a serious aspect that leads to the performance of the whole organization. Motivated employees can lead to increased output. Ajalie (2017) stated that for an organization to succeed in maintaining a competitive edge over its rivals and avoid, a steady decline in the productivity levels of its employees must ensure members of the workforce are adequately motivated.

Table 3. Extrinsic Factors that Influence Employees’ Performance

	Mean	Descriptive Rating	Rank
The monetary compensation/salary structure has an impact on my level of performance.	3.64	Strongly Agree	8
The style of leadership in the organization has an influence on my degree of performance at work.	3.95	Strongly Agree	2
The type of relationship between the managers and me in the organization impacts my performance.	3.91	Strongly Agree	3.5
The degree to which I believe promotion opportunities exist within the organization impacts my motivation.	3.82	Strongly Agree	6
The quality of the working environment at the organization influences my motivation level.	3.91	Strongly Agree	3.5
The degree of job enrichment embraced by the organization influences my motivation level.	3.82	Strongly Agree	5
The effectiveness with which information is made available in the organization and communication influences my motivation.	3.73	Strongly Agree	7
My level of motivation at my job is, to an extent, influenced by my co-workers.	3.36	Agree	10
The nature of my job itself influences my level of motivation at my job.	3.55	Strongly Agree	9
I believe safe working at my workplace influences my motivation.	3.97	Strongly Agree	1
Overall Mean	3.76	Strongly Agree	

Rating Scale	Range	Descriptive Rating
4	3.50 – 4.0	Strongly Agree
3	2.50 – 3.49	Agree
2	1.50 – 2.49	Disagree
1	1.00 – 1.49	Strongly Disagree

Motivational Factors that have the most impact on motivating an employee’s performance

Table 4 shows that the respondents agree that intrinsic and extrinsic factors influence employee performance. According to the study’s results, extrinsic motivation factors gave the highest mean score of 3.76, with a descriptive rating of strongly agree. Most of the extrinsic factors, such as the employees’ workplace security, leadership style, good managerial relations, work environment, and job enrichment, were the highly cited extrinsic motivation factors that influenced employees’ performance. The Ajalie (2017) study mentioned that extrinsic factors had more significant effects on organizational productivity than intrinsic ones. Furthermore, intrinsic and extrinsic factors are significant predictors of productivity, and extrinsic factors appear to be more significant or valued by respondents in the organization.

Table 4. Motivational Factors that have the most impact on motivating an employee’s performance

Motivation Factors	Grand Mean	Descriptive Rating
Intrinsic Motivation	3.70	Strongly Agree

Extrinsic Motivation	3.76	Strongly Agree
----------------------	------	----------------

CONCLUSIONS

In consideration of the findings of the study, the following conclusions were drawn: Results revealed that out of 9 respondents, they are 41-50 years old. Regarding sex, the majority are female, married, and college graduates. All employees are assigned to the PhilHealth Local Health Insurance Office in Palawan. While employment status, most of the employees are casual; only three are permanent and have worked for more than 16-20 years in service.

The intrinsic factors that influence employee performance show that they contribute significantly to the organization's rank as number one with a descriptive rating of strongly agree. However, the lowest or last rank is the level of empowerment. Overall, the descriptive rating for the intrinsic factors that influence employees' performance strongly agrees with a numerical score of 3.70. While the extrinsic factors that influence employee performance, workplace security ranks number one with a descriptive rating of strongly agree. However, the last rank is co-workers' relationship. Overall, the descriptive rating for the extrinsic factors that influence employees' performance strongly agrees with a numerical score of 3.76.

The respondents agree that intrinsic and extrinsic factors influence employee performance. According to the study's results, extrinsic motivation factors gave the highest mean score of 3.76, with a descriptive rating of strongly agree. Most of the extrinsic factors, such as the employees' workplace security, leadership style, good managerial relations, work environment, and job enrichment, were the highly cited extrinsic motivation factors that influenced employees' performance.

RECOMMENDATIONS

Based on the study's results, the following recommendations were made: Regularization of existing employees and additional manpower to compensate for extensive services provided by the agency for the whole Province of Palawan.

- Leaders should foster open communication with employees to cultivate a good team environment.
- Promote intrinsic motivation for the employees to be more engaged in their work, which could lead to better performance.

REFERENCES

1. Bergstrom, E., and Martinez, M. (2016). *The Influence of Intrinsic and Extrinsic Motivation on Employee Engagement. A qualitative study of the perceptions of managers in public and private sector organizations. Digitala Vatenkapliga Arkivet.* 1-8. <http://www.diva-portal.org/smash/record.jsf?pid-diva2:944047>
2. McCormick, Alister & Meijen, Carla & Marcora, Samuele. (2017). *Effects of a Motivational Self-Talk Intervention for Endurance Athletes Completing an Ultramarathon.* The Sport Psychologist. 32. 1-32. 10.1123/tsp.2017-0018.
3. Abun, D., Nicolas, M.T., Apollo, E., Magallanes, T., & Encarnacion, M.J. (2021). Employees' self-efficacy and work performance of employees as mediated by work environment. *International Journal of Research in Business and Social Science* (2147- 4478).
4. Meng, A. (2021). Development of a Questionnaire for Measuring Employees' Perceptions. *International Journal of Environmental Research and Public Health.* 18 (25). doi: 10.3390/ijerph18126475
5. Ajalie, S.N. (2017). EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL PRODUCTIVITY.
6. Doyle, A. (2021, July 21). Education Levels and Requirements for Employment. Retrieved from www.thebalancemoney.com: <https://www.thebalancemoney.com/educational-requirements-for-employment-2059799>
7. Magsino, D. (2020). PhilHealth employees affected by corruption allegations, want internal issues investigated — union leader. <https://www.gmanetwork.com/news>.