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The Strategic Influence of Human Resource Practices on Administrative Efficiency at STRAIVE Company in Parañaque City: An Application of the AMO Theory

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Abstract- This research, titled "The Strategic Influence of Human Resource Practices on Administrative Efficiency at STRAIVE Company in Parañaque City: An Application of the AMO Theory," investigated the impact of human resource (HR) practices on employee performance, particularly in the areas of time management, work accuracy, and communication skills. It also explored the connection between HR practices and the administrative efficiency of employees.

A quantitative research approach was utilized, with data collected through survey questionnaires distributed to administrative employees of STRAIVE Company. The study examined respondents' demographic characteristics, such as age, gender, educational attainment, and length of service. The AMO Theory (Ability, Motivation, and Opportunity) was used as the theoretical framework to assess how these factors influence employee performance and overall efficiency.

The results revealed that well-implemented HR practices significantly contribute to enhancing administrative efficiency. Employees tend to achieve better performance when they receive adequate training, motivation, recognition, and opportunities for involvement within the organization. Furthermore, the study highlighted that ability, motivation, and opportunity are essential elements that support employee productivity and effectiveness in carrying out their responsibilities.

Overall, the study concluded that strategic HR practices based on the AMO Theory can positively influence administrative efficiency in STRAIVE Company. The researchers recommend that organizations continue improving their HR practices to enhance employee performance, productivity, and workplace effectiveness.

Keywords: Human Resource Practices, Administrative Efficiency, AMO Theory, Ability, Motivation, Opportunity, Employee Performance, Workplace Productivity, STRAIVE Company, Human Resource Management, Organizational Efficiency.

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INTRODUCTION

Many organizations experience challenges in HR practices into measurable administrative efficiency gains, often due to the fragmented policies that fail to align with the employees' behavior or organizational goals. The problem arises when HR strategies focus narrowly on recruitment or compensation without integrating training, motivation, and empowerment mechanisms. The efficiency is due to ineffective human resource practices, and resulting to limited employee development, and lack of engagement in the workplace. These issues can lead to delays in administrative processes, reduced productivity, and poor organizational performance. This research aims to address these problems by examining how HR practices influence administrative efficiency through the framework of AMO Theory. By analyzing the roles of ability, motivation, and opportunity, the study will identify which HR strategies contribute most to improving administrative performance.

According to Mahdy and Alhadi (2021), High-Performance Work Systems (HPWS) are explained through the Ability, Motivation, and Opportunity (AMO) framework, which consists of three human resource management practices: ability-enhancing practices, motivation-enhancing practices, and opportunity-enhancing practices. Their study found a significant positive relationship between High-Performance Work Systems (HPWS) and human resource performance based on the AMO framework. Therefore, our study focuses on Human Resource (HR) in improving administrative efficiency within organizations through the AMO Theory, which emphasizes three key components: ability, motivation, and opportunity. 'Ability' means the knowledge, skills, and competencies that enable employees to perform their tasks effectively; motivation includes factors such as rewards and recognition; and opportunity highlights a supportive work environment that allows employees to contribute and perform efficiently. Overall, administrative efficiency is best achieved when these three elements are combined, ensuring that skilled and motivated employees are supported by a strong organizational structure.

This study aims to help organizations to understand how strategic HR practices can directly influence administrative efficiency. By identifying the key factors that affect employee performance, so that organizations can develop more effective training programs, motivation systems, and opportunities for employee participation. It will help organizations link human resource strategies directly to operational outcomes, fostering sustainable efficiency rather than temporary productivity gains. The findings of this research may also assist managers and HR professionals in making better decisions when designing policies that improve workplace productivity.

This study is located in Parañaque City, which was coastal community of fishermen and traders. Its name is believed to have come from the phrase "para na ake," meaning "that's mine now," reflecting early local interactions. During the Spanish period, it was officially established as a town in 1580 and became important for trade, agriculture, and religion. Landmarks like St. Andrew's Cathedral show the strong influence of Catholicism during that era. It also played a role in the Philippine Revolution and was later converted into a city in 1998, growing into a modern urban center.

This study aims to evaluate how HR practices, when developed and implemented the AMO theory framework and their impact to the administrative efficiency. Its analyzing the role of Ability, to evaluate the impact of Motivation, and to assess the importance of Opportunity. This insight helps to provide a better work environment for the employees and to improve overall organization performance.

BACKGROUND OF THE STUDY

In the current competitive business environment, organizations are always looking for ways to improve operational efficiency and maintain administrative efficiency. One of the key factors that contribute to organizational success is the effective management of human resources. Human Resource Management (HRM) encompasses a range of practices, including recruitment and selection, training and development, performance appraisal, compensation, and employee relations, all of which aim to maximize employee potential and organizational effectiveness (Armstrong & Taylor, 2023). Through strategic HR practices, organizations can develop a competent workforce capable of adapting to changing workplace demands and achieving organizational goals.

Administrative efficiency is an essential aspect of organizational performance as it reflects the ability of employees and institutions to accomplish tasks accurately, communicate effectively, and manage time efficiently. Efficient

administrative processes contribute to improved productivity, reduced operational errors, and better service delivery. According to Boxall and Purcell (2016), organizations that strategically invest in their human resources are more likely to experience improved employee performance and sustainable organizational success. This highlights the importance of implementing HR practices that support employees in carrying out their responsibilities effectively.

Several studies have established the positive relationship between HR practices and employee outcomes. Noe et al. (2020) emphasized that training and development initiatives enhance employees' knowledge, skills, and competencies, enabling them to perform their tasks more effectively. Similarly, Jiang et al. (2012) found that HR practices significantly influence organizational outcomes by shaping employee attitudes and behaviors that contribute to performance improvement. In addition, Paauwe (2009) noted that well-designed HR systems strengthen employee commitment and productivity, while ineffective HR practices may lead to poor performance and organizational inefficiencies.

In the Philippine context, local studies have also underscored the importance of human resource development in promoting employee effectiveness. Mendoza (2026), through Project RODEL: Strengthening HR Development through Community-Based Literacy Extension in Barangay San Martin de Porres, Parañaque City, highlighted that educational interventions and skills development initiatives contribute to improving individuals' competencies and productivity. The study demonstrated that continuous learning opportunities enhance human capital and support both individual growth and organizational development. These findings suggest that organizations that prioritize employee development are better positioned to improve workplace efficiency and performance.

The present study is anchored on the Ability, Motivation, and Opportunity (AMO) Theory proposed by Appelbaum et al. (2000). The theory explains that employee performance is influenced by three critical factors: ability, motivation, and opportunity. Ability refers to employees' knowledge, skills, and competencies necessary to perform their jobs effectively. Motivation pertains to employees' willingness to exert effort toward achieving organizational goals, while opportunity reflects the extent to which employees are provided avenues to participate, contribute ideas, and apply their capabilities in the workplace. According to Appelbaum et al. (2000) and further supported by Jiang et al. (2012), organizations that implement HR practices aimed at strengthening these three components are more likely to achieve higher levels of employee performance and organizational effectiveness.

Despite the growing body of literature examining HR practices and organizational performance, limited studies have specifically explored the influence of AMO-based HR practices on administrative efficiency within private organizations in Parañaque City. Existing research has largely focused on employee satisfaction, commitment, productivity, and organizational outcomes in broader contexts. Consequently, there remains a need to investigate how HR practices associated with ability, motivation, and opportunity contribute to administrative efficiency, particularly in terms of time management, accuracy of work, and communication skills among employees in local organizational settings.

STRAIVE Company, a private organization located in Parañaque City, provides an appropriate context for examining these relationships. Understanding how Human Resource practices influence the administrative efficiency of its employees may provide valuable insights for organizational leaders and HR practitioners seeking to strengthen workforce capabilities and improve operational effectiveness. Therefore, this study aims to assess the strategic influence of Human Resource practices on administrative efficiency in STRAIVE Company using the AMO Theory. The findings of this study may contribute to the existing body of knowledge on strategic HRM and serve as a basis for developing evidence-based HR interventions that promote employee productivity and organizational success.

STATEMENT OF THE PROBLEM

Human Resource (HR) practices are essential in enhancing employee performance and increasing organizational effectiveness. According to the AMO (Ability, Motivation, Opportunity) Theory, employees are more likely to perform well when they possess the necessary skills and knowledge, are motivated to accomplish their tasks, and are provided with opportunities to participate and contribute to organizational goals. Despite this, many organizations continue to face difficulties in matching HR practices with employee capabilities, which can negatively affect overall efficiency. Because of this, it is important to examine how HR practices guided by the AMO framework can improve the performance and efficiency of administrative employees.

This study focuses on evaluating the influence of HR practices based on the AMO framework on the administrative efficiency of employees at STRAIVE Company in Parañaque City.

Specifically, the study aims to answer the following questions:

1. **What is the demographic profile of the respondents in terms of:**
   - Age
   - Gender
   - Educational Attainment
   - Length of Service
2. **What is the level of HR practices in STRAIVE Company with respect to:**
   - Ability
   - Motivation
   - Opportunity
3. **What is the level of administrative efficiency among employees in terms of:**
   - Time Management
   - Accuracy of Work
   - Communication Skills
4. **Is there a significant relationship between HR practices based on the AMO Theory and administrative efficiency?**
5. **Which AMO component has a significant effect on administrative efficiency?**

OBJECTIVES OF THE STUDY

This study aims to examine the strategic influence of Human Resource practices on administrative efficiency in STRAIVE Company located in Parañaque City using the AMO (Ability, Motivation, and Opportunity) Theory.

Specifically, this study intends to:

1. **To identify the demographic profile of the respondents in terms of:**
- age
- gender
- educational attainment
- length of service
2. **To determine the level of Human Resource practices in STRAIVE Company in terms of:**
- ability
- motivation
- opportunity
3. **To assess the level of administrative efficiency among employees in STRAIVE Company in terms of:**
- time management
- accuracy of work
- communication skills
4. **To examine the relationship between Human Resource practices based on the AMO framework and administrative efficiency.**

To analyze which component of the AMO Theory (ability, motivation, or opportunity) significantly influences administrative efficiency.

SIGNIFICANCE OF THE STUDY

This research focuses on how the attitude and management style of Human Resource (HR) personnel toward employees affect the overall performance and environment of a company (Armstrong & Taylor, 2023). Understanding how HR handles employee concerns, communication, and workplace relationships is important because it directly influences employee satisfaction, productivity, and organizational success (Robbins & Judge, 2022).

- **Human Resource Managers**

The results of this study may help HR managers understand how their attitudes and approaches toward employees influence workplace morale and productivity (Armstrong & Taylor, 2023).

- **Employees**

Employees may benefit from this study by promoting a healthier and more supportive work environment. Improved HR practices can help ensure fair treatment, better communication, and increased job satisfaction.

- **Company Management**

The management of the company may use the findings of this research to improve HR policies and leadership approaches that contribute to better organizational performance and employee retention (Dessler, 2020).

- **Future Researchers**

This study may provide valuable information and serve as a useful resource for future researchers conducting studies on human resource management, employee behavior in the workplace, and factors affecting organizational performance. It may also help support further investigations and contribute to the development of knowledge in these areas.

SCOPE AND LIMITATIONS

This study focuses on assessing the strategic influence of Human Resource (HR) practices on administrative efficiency among employees of STRAIVE Company located in Parañaque City. It specifically examines HR practices based on the Ability, Motivation, and Opportunity (AMO) Theory as key variables affecting employee performance. The respondents of the study are administrative employees currently employed in the company. The study also considers the demographic profile of the respondents in terms of age, gender, educational attainment, and length of service. Data will be gathered through survey questionnaires to measure both HR practices and administrative efficiency. The research aims to determine the relationship between AMO-based HR practices and administrative efficiency. It also seeks to identify which component of the AMO framework has the most significant influence on employee performance.

This study is limited only to the administrative employees of STRAIVE Company in Parañaque City. It does not include employees from other departments or branches of the company. The findings of the study rely mainly on the responses of the participants. These responses may be affected by personal perceptions and honesty in answering the questionnaire. Other factors that may influence administrative efficiency, such as leadership style, organizational culture, and workload, are not included in the study. The research is conducted within a limited timeframe, which may affect the depth of data collection. Therefore, the results may not be fully generalized to other organizations or industries.

CONCEPTUAL FRAMEWORK

This framework refers to how the Human Resource managers behave, think, and interact within the organization. It includes the leadership style, communication practices and the decision-making approach. It represents the driving force that influences how the company operates internally.

The framework assumes that the way HR communicates with and manages employees significantly affects employee behavior, motivation, and satisfaction. When HR practices are positive, supportive, and fair, employees are more likely to feel valued and motivated, which can contribute to the success of the entire company.

HYPOTHESES

Null Hypothesis (H_0):

There is no discernible impact between Human Resource practices based on the AMO Theory (Ability, Motivation, and Opportunity) and the administrative efficiency of STRAIVE Company located in Parañaque City.

Alternative Hypothesis (H_1):

There is a substantial impact between Human Resource practices based on the AMO Theory (Ability, Motivation, and Opportunity) and the administrative efficiency of STRAIVE Company located in Parañaque City.

DEFINITION OF TERMS

1. Accurately – doing something correctly and without errors.
2. Adequately – Means sufficiently or enough to meet a need or requirement.

3. Administrative – Relates to managing, organizing, or running the operations of an office or organization.
4. AMO – Stands for Ability, Motivation, and Opportunity, a framework used to understand how these three factors influence performance.
5. Appraisals – Refers to evaluations or assessments of someone's performance, value, or quality.
6. Framework – A structured system or set of ideas used as a guide to understand, explain, or analyze something.
7. Management – refers to the coordination and administration of organizational resources, activities, and personnel to achieve organizational objectives efficiently and effectively.
8. Optimal – the best or most effective possible option under given conditions.

REVIEW OF RELATED LITERATURE

Main Theory of the Study

The Ability, Motivation, and Opportunity (AMO) Theory provides a comprehensive framework for understanding the relationship between human resource (HR) practices and employee performance (Appelbaum et al., 2000). The theory says that the employee's performance depends on three components – ability, motivation and opportunity. Ability is the skills, knowledge, and competencies of employees to perform their tasks effectively. Motivation is the level of willingness of the employees to give their best effort and be engaged in their work. Opportunity is the extent to which the employees are given a chance to be involved in the organization, contribute their ideas and use their skills.

The AMO framework highlights the importance of aligning Human Resource practices with the dimensions of ability, motivation, and opportunity to improve employee and organizational performance (Appelbaum et al., 2000; Jiang et al., 2012). For instance, training and development initiatives enhance employee ability, incentive systems strengthen motivation, and participative management practices create opportunities for involvement. When these components are effectively integrated, organizations are more likely to experience improved employee performance and overall organizational effectiveness.

Organizations different in terms of culture, structure, and operational challenges, which may influence how HR practices affect administrative efficiency. Therefore, contextualized studies are essential to better understand the practical impact of the AMO framework in diverse organizational environments.

SUPPORTING THEORIES

Human Capital Theory, developed by economist Gary Becker (1964), explains that employees are important because of their knowledge, skills, and experience. This theory suggests that providing training and development enhances employee skills, which improves organizational performance. This study examines the relationship between Human Capital Theory and administrative efficiency, specifically focusing on task accuracy, time management, and communication effectiveness. According to this theory, training programs reduce employee errors, manage time better, and communicate more effectively. As a result, enhanced skills lead to higher productivity and better performance in organization. Therefore, Human Capital Theory supports the idea that HR practices can enhance employees' ability and improve administrative efficiency.

The Motivation Theory, supported by Abraham Maslow (1943), explains that employees perform better when they are motivated and their needs are satisfied. Motivation can come from rewards, recognition, salary, and a positive work environment. When employees feel valued, they are more willing to put effort into their work. In this study, motivation is connected to time management, accuracy of work, and communication skills. Motivated employees are more focused, complete tasks on time, and pay more attention to details. They also communicate better because they are more engaged in their work. Thus, this theory supports that HR practices that improve motivation can increase administrative efficiency.

The Systems Theory introduced by Ludwig von Bertalanffy (1968) explains that an organization is made up of different parts that work together as one system. Each part, including human resource management, plays an important role in overall performance. If one part improves, it can positively affect the entire organization. In this study, HR practices are seen as a key part that influences employees' performance. When HR practices are effective, employees improve in time management, accuracy of work, and communication skills. These improvements contribute to better administrative efficiency. Therefore, Systems Theory supports the idea that improving HR practices can lead to better outcomes in the whole organization.

The Goal-Setting Theory developed by Edwin Locke (1968) and Gary Latham (1990) explains that employees perform better when they have clear and specific goals. When workers know what is expected of them, they become more focused and motivated. The theory also highlights the importance of feedback in improving performance. In this study, clear goals help employees manage their time effectively, complete tasks accurately, and communicate properly. Feedback from supervisors also helps employees correct mistakes and improve their work. As a result, employees become more efficient in their administrative tasks. Therefore, Goal-Setting Theory supports the idea that proper guidance and clear objectives can improve administrative efficiency.

Local Studies

Several studies conducted in the Philippines have highlighted the importance of Human Resource (HR) practices in promoting employee performance, organizational effectiveness, and workplace productivity. These studies consistently demonstrate that strategic HR initiatives contribute to better employee outcomes through improved motivation, engagement, and participation in organizational activities.

In the Business Process Outsourcing (BPO) sector, Jesus et al. (2025) examined employee satisfaction with human capital management practices among selected companies in Cebu City. The study revealed that HR initiatives related to talent management, work-life balance, employee support systems, and HR information systems positively influenced employee satisfaction and organizational effectiveness. The findings suggest that employees who perceive organizational support and fair HR practices are more likely to demonstrate commitment and productivity in the workplace. These results align with the Motivation component of the AMO Theory, which emphasizes that motivated employees tend to perform more effectively.

Similarly, Balolong and Villagonzalo Jr. (2025) investigated the relationship between HRM practices and employee commitment among BPO employees in Dumaguete City. Their findings indicated that HR practices such as training and development, performance evaluation, compensation, communication, and employee empowerment significantly contributed to employee commitment. The researchers concluded that employees who are given opportunities to participate in organizational processes are more likely to develop stronger commitment and engagement. This supports the Opportunity dimension of the AMO framework, which highlights the importance of employee involvement in enhancing workplace performance.

Another local study conducted by Chen et al. (2025) focused on performance evaluation practices and their effects on employee productivity in selected BPO companies. The researchers found that effective performance appraisal systems, accompanied by recognition and constructive feedback, positively influenced employee productivity. Employees who received clear performance expectations and acknowledgment for their contributions demonstrated greater motivation to improve their work outcomes. The study underscores the significance of motivation-enhancing HR practices in promoting employee efficiency and effectiveness.

Moreover, Mendoza (2026) emphasized the value of employee development initiatives through community-based training programs designed to strengthen human capital. The study reported that educational interventions and skills enhancement activities contributed to improved competencies among participants, thereby supporting individual growth and organizational development. These findings reflect the Ability component of the AMO Theory, which suggests that employees perform better when equipped with the necessary knowledge and skills required by their roles.

In another study, Mendoza and Catugda (2024) explored the relationship between work-life harmony and employee performance among call center representatives in Parañaque City. The results showed that employees who experienced supportive work environments, equitable organizational policies, and effective management practices reported higher levels of engagement and productivity. The study further highlighted the importance of flexible HR strategies that address the diverse needs of employees across different work conditions. Such findings reinforce the idea that employee motivation and organizational support play vital roles in enhancing workplace efficiency.

Collectively, these local studies provide empirical evidence that effective HR practices influence employee attitudes, commitment, productivity, and organizational outcomes. While the studies were conducted in different organizational contexts, they consistently demonstrate that employee ability, motivation, and opportunity are essential factors associated with improved performance. However, limited research has specifically examined how these AMO dimensions influence administrative efficiency within private organizations in Parañaque City. Thus, the present study seeks to address this

gap by assessing the strategic influence of Human Resource practices on administrative efficiency in STRAIVE Company using the AMO Theory framework.

Foreign Studies

Appelbaum et al. (2000) Manufacturing Advantage: Why High-Performance Work Systems Pay Off.The main objective of this study was to examine how High-Performance Work Systems (HPWS) affect employee performance and overall organizational productivity. Specifically, it aimed to determine how HR practices contribute to better work outcomes through the Ability, Motivation, and Opportunity (AMO) framework. The researchers used a quantitative approach by collecting data from several manufacturing companies. Surveys were conducted among employees to assess HR practices, working conditions, and performance levels. Statistical analysis was then applied to identify relationships between HR strategies and employee productivity. The study revealed that employee performance improves significantly when organizations focus on developing employee ability through proper training and skill development. It also found that motivation plays a key role, especially when employees are given rewards, recognition, and incentives. In addition, providing opportunities—such as involving employees in decision-making and giving them a supportive work environment—greatly enhances their ability to perform effectively. When these three elements are combined, organizations experience higher productivity, better efficiency, and improved work quality. This study is highly relevant to the current research because it clearly explains how the AMO framework works in improving employee performance. In the same way, the present study uses the AMO Theory to examine how HR practices influence administrative efficiency in STRAIVE Company. The findings support the idea that employees who are skilled, motivated, and given the opportunity to perform are more likely to manage their time effectively, produce accurate work, and communicate better within the organization.

Jiang et al. (2012) 'How Does Human Resource Management Influence Organizational Outcomes? A Meta-Analytic Investigation of Mediating Mechanisms'. This study aimed to analyze how HR practices influence organizational performance and to determine the role of employee ability, motivation, and opportunity as mediating factors. It focused on understanding how these components connect HR strategies to actual work outcomes. The researchers used a meta-analysis approach, which means they reviewed and analyzed data from multiple previous studies conducted in different countries and organizations. By combining results from various sources, they were able to identify consistent patterns regarding HR practices and employee performance. The results showed that HR practices have a strong and positive impact on employee performance when they enhance the three components of the AMO framework. Training programs were found to improve employee ability by developing knowledge and skills. Reward systems and recognition increased employee motivation, encouraging them to perform better. Meanwhile, employee involvement and participation created opportunities that allowed workers to apply their skills effectively. Overall, the study confirmed that these factors work together to improve productivity, efficiency, and organizational performance. This study is directly related to the current research because it supports the idea that HR practices influence performance through ability, motivation, and opportunity. Similarly, the present study examines how these same factors affect administrative efficiency in STRAIVE Company. The findings are particularly relevant in understanding how employees can improve their time management, accuracy of work, and communication skills when supported by effective HR strategies.

As stated by Boxall and Purcell (2016) Strategy and Human Resource Management, the purpose of this study was to explore how strategic Human Resource Management contributes to employee performance and overall organizational success. It aimed to explain how well-planned HR practices can influence employee behavior and efficiency in the workplace. Used with a qualitative approach, including an extensive review of existing literature and analysis of real-life organizational practices. It examined how different companies implement HR strategies and how these strategies affect employee performance and productivity. By this study, they found out that organizations that invest in effective HR practices, such as continuous training, fair compensation, and supportive work environments, tend to have more productive and efficient employees. It also emphasized that employees perform better when they feel valued, motivated, and supported by management. Furthermore, giving employees opportunities to participate and contribute ideas helps improve their engagement and overall work performance. This study is relevant to the current research because it highlights the importance of strategic HR practices in improving employee efficiency. In the same way, the present study focuses on how HR practices based on the AMO Theory influence administrative efficiency in STRAIVE Company. The findings suggest that when employees are properly trained, motivated, and given opportunities to contribute, they are more likely to perform administrative tasks efficiently, particularly in terms of accuracy, communication, and time management.

SYNTHESES

The reviewed local and foreign studies they used to help and support their study consistently emphasize the vital role of Human Resource (HR) approaches in improving worker productivity, organizational performance, and administrative efficiency. Across various organizational settings, these studies highlight that the strategic HR practices contribute significantly to employee effectiveness when organizations focus on enhancing employee ability, motivation, and opportunity, which represent the three major components of the AMO Theory.

Several studies that were conducted within the Business Process Outsourcing (BPO) sector in the Philippine settings, demonstrated that the HR practices strongly influence employee satisfaction, commitment, and workplace productivity. With the study of Jesus, J. et al. (2025) revealed that employee morale, work-life balance, talent management, and HR information systems positively affect organizational effectiveness and employee productivity. This supports the Motivation component of the AMO Theory, emphasizing that motivated workers contribute to improved organizational performance. Similarly, Balolong and Villagonzalo Jr. (2025) found that HR activities such as employee recruitment, training, communication, compensation, and employee empowerment significantly affect the worker commitment and productivity. Their findings support the Opportunity component of the AMO Theory by highlighting the importance of employee participation, communication, and involvement in achieving organizational effectiveness. As mentioned by the study of Chen, Z. et al. (2025) it emphasized the importance of performance evaluation systems, rewards, and communication in increasing employee productivity. The findings further strengthen the Motivation component of AMO Theory, part and recognition enhance employee performance and efficiency.The studies conducted by Mendoza (2025) and Mendoza (2026) also reinforced the significance of employee development, work-life balance, motivation, and responsive HRpolicies in improving productivity and organizational performance. Those studies emphasized that the employees perform better when organizations provide supportive environments and expressed strong agreement that the company offers opportunities for skill development, training, and participation in organizational activities, while motivational practices were also positively perceived, fair compensation, flexible HR policies, and opportunities for professional growth. This finding particularly highlighted the need for HR strategies that address the varying needs of employees in different work conditions. While on the other hand, foreign studies provided strong theoretical and empirical support for the application of AMO Theory in organizational settings. The study of Appelbaum et al. (2000) established that “High-Performance Work Systems (HPWS) improve employee performance when organizations enhance employee ability through training, increase motivation through rewards and recognition, and provide opportunities through employee participation and supportive work environments”. The study concluded that combining these three components leads to higher productivity, improved efficiency, and better organizational outcomes. Likewise, Jiangetal (2012) confirmed through meta-analysis that HR practices positively affect organizational performance by strengthening employee ability, motivation, and opportunity. The study showed that training improves employee knowledge and skills, reward systems enhance motivation, and employee involvement creates opportunities for better performance. Furthermore, Boxall and Purcell (2016) emphasized that the strategic HR management contributes significantly to employee efficiency and organizational success. Their findings revealed that employees become more productive when organizations invest in training, fair compensation, supportive work environments, and employee participation.

Overall, the reviewed studies collectively support the present research titled "The Strategic Influence of Human Resource Practices on Administrative Efficiency at STRAIVE Company in Parañaque City: An Application of the AMO Theory". The literature consistently demonstrates that effective HR practices improve employee performance and organizational efficiency by enhancing employee ability, strengthening motivation, and providing opportunities for participation and growth. These findings validate the relevance of the AMO Theory as a model for explaining the impact of HR practices on influence administrative efficiency, particularly in areas such as communication, time management, work accuracy, and employee productivity.

METHODOLOGY

RESEARCH DESIGN

This study used a Quantitative Research Design. Quantitative research focuses on numerical data, measurements, and statistical analysis to answer research questions and determine relationships between variables.

Specifically, this study utilized a descriptive-correlational research design. The descriptive design was used to determine the current level of Human Resource (HR) practices in terms of ability, motivation, and opportunity, as well as the level

of administrative efficiency of employees in STRAIVE Company. It also described the demographic profile of the respondents in terms of age, gender, educational attainment, and length of service.

On the other hand, the correlational design was applied to examine the relationship between HR practices based on the AMO (Ability, Motivation, Opportunity) Theory and administrative efficiency. This approach helped determine whether there is a significant relationship between the variables and identify which component of the AMO framework significantly influences administrative efficiency.

This research design is appropriate for the study as it allows the researchers to collect numerical data through surveys and analyze it using statistical methods to better understand patterns, relationships, and trends within the organization.

In simple words, the research design of this study focuses on using numbers and statistical analysis to measure HR practices and their influence on administrative efficiency.

RESEARCH LOCALE

The study will be conducted at STRAIVE Company, a private organization located in Parañaque City, Philippines. The researcher selected the company as the research locale because it implements various human resource practices that directly influence administrative operations. As an organization operating within an urban business environment, STRAIVE provides a relevant setting for examining how the HR practices, particularly those aligned with the Ability, Motivation, and Opportunity (AMO) Theory affects administrative efficiency. The accessibility of employees and availability of organizational data further justify the selection of this locale.

RESPONDENTS OF THE STUDY

The study participants will be composed of selected individuals from the STRAIVE Company in Parañaque City. This includes administrative staff, human resource personnel, and managerial employees who are directly involved in or affected by the company's HR practices.

The researchers utilized a purposive sampling technique to recruit participants who met the study's specific criteria like knowledge and experience regarding the organization's HR systems, enabling them to effectively answer the researchers' questions. These respondents are chosen because they can provide reliable insights into how HR practices related to ability (skills and training), motivation (rewards and incentives), and opportunity (participation and involvement) influence administrative efficiency within the organization.

SAMPLING TECHNIQUE

The participants were selected using a purposive sampling technique from those who were directly involved in the implementation and activities of STRAIVE Company. This approach guaranteed that respondents had direct experience in basic literacy instruction, mentorship, community participation, and abilities for development initiatives.

The number of participants was based on the availability and participation levels from the latest STRAIVE Company cycle to ensure that each stakeholder group was properly represented.

Purposive sampling is suitable for community-based extension research because it focuses on individuals with direct experience in a particular intervention.

RESEARCH INSTRUMENT

The main research instrument used in this study was a researcher-made survey questionnaire. This instrument was designed to collect measurable data from the respondents regarding Human Resource practices and administrative efficiency.

The questionnaire consisted of structured questions with fixed responses using a 5-point Likert Scale, where:

1 – Strongly Disagree
2 – Disagree
3 – Neutral
4 – Agree
5 – Strongly Agree

This format allows the researchers to convert the responses into numerical data for statistical analysis.

The questionnaire is divided into three parts:
Part I: Demographic Profile
This section includes questions about the respondents' age, gender, educational attainment, and length of service.
Part II: Human Resource Practices (AMO Framework)
This section measures HR practices in terms of:

- Ability (skills, knowledge, training)
- Motivation (rewards, recognition, incentives)
- Opportunity (employee participation and work environment)

Part III: Administrative Efficiency
This section evaluates the employees' efficiency in terms of:

- Time Management
- Accuracy of Work
- Communication Skills

To ensure the validity of the instrument, the questionnaire was reviewed and approved by the research adviser. Necessary revisions were made based on the feedback provided.
To ensure reliability, the questionnaire may undergo pilot testing before the actual data collection to check clarity and consistency of the items.
In simple words, the research instrument of this study is a survey questionnaire used to gather numerical data from respondents.

DATA GATHERING PROCEDURE

This study was carried out methodically to guarantee the precision and dependability of the findings. A formal request letter was prepared and sent to the management of STRAIVE Company located in Paranaque City, it seeks permission to conduct the study and gather data from the selected administrative employees. Upon approval, the researcher will coordinate with the Human Resource department to identify correct respondents who are directly involved in administrative function.

A Google Form was used to build the survey questionnaire, which was based on the AMO Theory (Ability, Motivation, and Opportunity). Selected administrative staff will receive the questionnaire via an internet link. Researchers will provide clear instructions and enough time to answer the questionnaire at the convenience of the respondents. Also, the researcher will ensure that the questionnaires are easy to understand and straightforward to avoid confusion and will guarantee an accurate response.

Once all the data collection is done, all responses will be automatically recorded and compiled through the platform. The gathered data is examined, arranged, and encoded in preparation for statistical analysis. Data validation procedures such as checking for incomplete or inconsistent responses are conducted to guarantee the quality and dependability of the results.

DATA ANALYSIS

Statistical tools used in the study are the following:

Frequency and Percentage Distribution: This technique was applied to systematically outline the participants' profiles and present an organized overview of their characteristics.

Weighted Mean: This statistical tool was used to measure and interpret the respondents' perceptions for STRAIVE Company and gain a better understanding of its effectiveness.

Mean Scores and Standard Deviation: These statistical measures were applied to examine literacy and employability outcomes, thereby generating valuable insights into the participants' overall performance.

Chi-Square Test of Independence: The statistical test was used to analyze the relationship between Human Resource practices and administrative efficiency among employees of STRAIVE Company and to determine whether the relationship was statistically significant.

The statistical tools employed in the study are highly suitable due to their capacity to analyze categorical and ordinal data frequently present in descriptive–correlational research conducted at the community level.

ETHICAL CONSIDERATION

The study follows ethical standards in conducting research involving human participants. Before any data is collected, consent is required from STRAIVE Company in Parañaque City. The study's goal is explained to participants, who are free to decline or withdraw at any time without facing any repercussions.

To guarantee privacy and anonymity, no personal identifiable information will be gathered or given. All data gathered are used for only academic purposes and are stored securely. This study ensures that no physical, psychological or any personal or professional harm is caused to the participants, and all the responses will be treated with honesty and respect.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents the analysis and interpretation of the data gathered from the respondents regarding the strategic influence of Human Resource practices on administrative efficiency in STRAIVE Company using the AMO (Ability, Motivation, and Opportunity) Theory.

Demographic Profile of the Respondents

Table 1: Distribution of Respondents According to Age

Age	Frequency	Percentage
18–25 years old	76	76%
26–35 years old	16	16%
36–45 years old	7	7%
46 years old and above	1	1%
Total	**100**	**100%**

Interpretation:

Table 1 shows that the majority of the respondents were aged 18–25 years old with 76% of the total respondents. This indicates that most employees in the BPO sector belong to the young adult workforce.

Table 2: Distribution of Respondents According to Gender

Gender	Frequency	Percentage
Female	53	53%
Male	47	47%
Total	**100**	**100%**

Interpretation:

Table 2 reveals that female respondents comprised 53% of the total population while male respondents accounted for 47%. This indicates a relatively balanced distribution of respondents according to gender.

Table 3: Distribution of Respondents According to Educational Attainment

Educational Attainment	Frequency	Percentage
Undergraduate	47	47%
College Graduate	30	30%
High School Graduate	23	23%
Total	**100**	**100%**

Interpretation:

Table 3 shows that most respondents were undergraduates with 47%, followed by college graduates with 30%, and high school graduates with 23%.

Table 4: Distribution of Respondents According to Length of Service

Length of Service	Frequency	Percentage
Less than 1 year	41	41%
1–3 years	40	40%
4–6 years	12	12%
7 years and above	7	7%
Total	**100**	**100%**

Interpretation:

Table 4 indicates that the majority of respondents had less than one year of service with 41%, followed closely by employees with 1–3 years of service at 40%.

Level of Human Resource Practices in Terms of AMO Framework

Table 5: Level of Human Resource Practices in Terms of Ability

Indicators	Weighted Mean	Verbal Interpretation
Ability	4.24	Strongly Agree

Interpretation:

Table 5 shows that the respondents strongly agreed that the company implements Human Resource practices related to ability, with an overall weighted mean of 4.24. This implies that the organization provides adequate training, learning opportunities, and competency development among employees.

Table 6: Level of Human Resource Practices in Terms of Motivation

Indicators	Weighted Mean	Verbal Interpretation
Motivation	4.17	Agree

Interpretation:

Table 6 reveals that respondents agreed that the company provides motivational practices, with a weighted mean of 4.17. This indicates that employees generally feel motivated through rewards, recognition, and encouragement from the organization.

Table 7: Level of Human Resource Practices in Terms of Opportunity

Indicators	Weighted Mean	Verbal Interpretation
Opportunity	4.23	Strongly Agree

Interpretation:

Table 7 shows that respondents strongly agreed that the company provides opportunities for participation and access to organizational resources, with a weighted mean of 4.23.

Level of Administrative Efficiency Among Employees

Table 8: Level of Administrative Efficiency in Terms of Time Management

Indicators	Weighted Mean	Verbal Interpretation
Time Management	4.27	Strongly Agree

Interpretation:

Table 8 indicates that respondents strongly agreed that they demonstrate effective time management in completing their tasks, with a weighted mean of 4.27.

Table 9: Level of Administrative Efficiency in Terms of Accuracy of Work

Indicators	Weighted Mean	Verbal Interpretation
Accuracy of Work	4.21	Strongly Agree

Interpretation:

Table 9 reveals that respondents strongly agreed that they produce accurate and quality work outputs, with a weighted mean of 4.21.

Table 10: Level of Administrative Efficiency in Terms of Communication Skills

Indicators	Weighted Mean	Verbal Interpretation
Communication Skills	4.28	Strongly Agree

Interpretation:

Table 10 shows that respondents strongly agreed that they possess effective communication skills in the workplace, with a weighted mean of 4.28.

Significant Relationship Between Human Resource Practices and Administrative Efficiency

Table 11: Relationship Between Human Resource Practices and Administrative Efficiency

Variables	Pearson r	p-value	Interpretation
Human Resource Practices and Administrative Efficiency	0.792	0.000	Significant Relationship

Interpretation:

Table 11 reveals that there is a significant relationship between Human Resource practices and administrative efficiency, with a Pearson r value of 0.792 and a p-value of 0.000 which is lower than the 0.05 level of significance. This indicates that effective Human Resource practices based on the AMO framework are associated with higher administrative efficiency among employees.

Component of the AMO Framework that Significantly Influences Administrative Efficiency

Table 12: Regression Analysis of AMO Components Influencing Administrative Efficiency

AMO Component	Beta Coefficient	p-value	Interpretation
Ability	0.383	0.001	Significant
Motivation	0.098	0.436	Not Significant
Opportunity	0.313	0.006	Significant

Interpretation:

Table 12 presents the regression analysis of the AMO components influencing administrative efficiency. The findings show that Ability and Opportunity significantly influence administrative efficiency, as indicated by their p-values of 0.001 and 0.006 respectively, which are lower than the 0.05 level of significance. Meanwhile, Motivation was found to have no significant influence on administrative efficiency since its p-value of 0.436 is higher than the 0.05 level of significance. The results imply that employees' competencies, training, and opportunities for participation contribute more strongly to administrative efficiency compared to motivational factors.

SUMMARY, COCLUSION, AND RECOMMENDATIONS

SUMMARY OF FINDINGS

The Demographic Analysis showed that most of the respondents were female between the ages 18 to 25 years old, undergraduate employees, but had worked for the company for less than a year. In terms of HR practices under the AMO framework, the findings revealed that Ability and Opportunity emerged as strengths, while Motivation received a slightly lower but still positive evaluation. The findings also revealed that employees demonstrated high levels of administrative efficiency, particularly in communication skills, time management, and accuracy of work. Furthermore, the results indicated a significant relationship between HR practices and administrative efficiency. The results validated the AMO Theory, demonstrating that Ability and Opportunity were strong predictors of administrative efficiency, while Motivation contributed in a less significant manner.

CONCLUSIONS

Based on the findings, it may be concluded that the Human Resource practices significantly influence the administrative efficiency among the employees in STRAIVE Company. The results revealed that the most respondents were young adults aged 18–25 years old, with a balanced distribution in terms of gender, and most employees having short lengths of service. These findings indicate that the workforce in the company is composed mainly of young and developing professionals.

The study further showed that the organization effectively implements Human Resource practices under the AMO (Ability, Motivation, and Opportunity) Framework. Employees expressed strong agreement that the company offers opportunities for skill development, training, and participation in organizational activities, while motivational practices were also positively perceived. Likewise, the respondents demonstrated a high level of administrative efficiency in terms of time management, accuracy of work, and communication skills.

Moreover, the statistical analysis confirmed a significant relationship among Human Resource practices and administrative efficiency, indicating that the effective HR strategies contribute to better employee performance and workplace efficiency. Among the AMO components, Ability and Opportunity were found to have a significant influence on administrative efficiency, meaning that the employees become more efficient at work mainly because they have the right skills and training and because they are given a chance to participate and contribute in the workplace. These two

factors help employees manage their tasks better and perform their jobs effectively. On the other hand, motivation showed no significant effect means that even if the employees feel motivated, it does not necessarily improve their work efficiency as much as having proper skills and opportunities does.

This implies that the employees perform more efficiently when they are equipped with the necessary skills, competencies, training, and opportunities to participate and contribute within the organization. Therefore, the study concludes that strengthening employee abilities and providing greater opportunities for involvement are essential factors in improving administrative efficiency in STRAIVE Company. The findings support the relevance of the AMO Theory in understanding how Human Resource practices can enhance organizational performance and employee productivity.

RECOMMENDATIONS

The following suggestions are made in light of the study's findings.

- The Company needs to keep improving on its Human Resources practices with special focus on employee training/development programs (building skill sets), employee training/enhancing skills and professional development. Because of the findings of the study in relation to the influence of "Ability" on administrative efficiency.
- Management should be providing an ongoing series of seminars/workshops/educational opportunities aimed at further developing employee competency and performance.
- HR departments should establish additional employee Participation Programs, which will allow employees to provide input, take part in the decision-making procedures, and engage in company activities.
- Increasing staff members' involvement in community-based partnerships and employee involvement will improve workplace efficiency and increase employee commitment to the company as a whole.
- Supervisors need to continue to measure performance regularly; provide constructive feedback on employee performance; provide training on the skills, tasks, and competencies of employees; and offer encouragement and support to employees for successful completion of their job responsibilities.
- Employees should make an effort to attend and participate in training and organization sponsored events, while continuing to enhance and grow skills, knowledge, and abilities, which will ultimately benefit them individually and the organization.
- Future researchers should replicate this research with larger sample populations and/or organizations to verify these results. In addition to assessing the impact of AMO Framework variables in administrative efficiency, researchers could also consider other variables influencing administrative efficiency, including leadership style, organizational culture, employee satisfaction, and technology resources.
- The study's findings will provide academic institutions with references to HRM practices and how they affect organizational effectiveness. Students studying HR practices in the future may find this study useful as a guide for using AMO Theory in the workplace.
- To ensure that workers have the necessary abilities and chances to do their tasks well, the organization must continuously evaluate and improve its HR strategies. Evaluating HR programs and how they contribute to employee performance on a regular basis can promote long-term organizational success and assist in maintaining employee productivity.

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