



Working Paper 2023.1.5.17
- Vol 1, No 5

NGHIÊN CỨU VỀ HOẠT ĐỘNG QUẢN TRỊ NGUỒN NHÂN LỰC DỰA TRÊN MÔ HÌNH AMO CÁ NHÂN DÀNH CHO NHÂN VIÊN TẠI CÁC CÔNG TY VỪA VÀ NHỎ Ở VIỆT NAM

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Tóm tắt

Dựa trên mô hình về khả năng, động cơ, cơ hội (AMO), nghiên cứu này nhằm mục đích kiểm chứng cách thức áp dụng mô hình AMO cấp độ cá nhân trong các hoạt động nhân sự tại doanh nghiệp vừa và nhỏ ở Việt Nam. Nghiên cứu đã triển khai phương pháp định tính và định lượng trong quá trình thiết kế khảo sát thực hiện trên 243 nhân viên tại các doanh nghiệp vừa và nhỏ của Việt Nam. Thử nghiệm Cronbach's Alpha và EFA được thực hiện qua phần mềm SPSS 20.0. Các phát hiện chỉ ra rằng các chuyên gia quản lý nhân sự HRM đóng vai trò trọng yếu trong việc nâng cao năng lực lao động. Họ có thể thúc đẩy điều này bằng cách: (1) tuyển chọn nhân viên dựa trên năng lực của họ và (2) đào tạo nhân viên để họ trở thành những người thực hiện thành thạo các hoạt động quản lý nhân sự tại nơi làm việc. Ngoài ra, các nhà quản trị nguồn nhân lực cần cung cấp cho nhân viên những chính sách và thủ tục rõ ràng và đầy đủ. Các chính sách không nên ràng buộc quyền hạn của người lao động và gò bó để người lao động có không gian để thích nghi và được trao quyền xử lý những tình huống khác nhau.

Từ khóa: Hoạt động Nhân sự, mô hình AMO cá nhân, người lao động, SMEs, Việt Nam

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STUDY OF HUMAN RESOURCE PRACTICES BASED ON INDIVIDUAL AMO FRAMEWORK FOR EMPLOYEES IN VIETNAM'S SMES

Abstract

According to a dynamic model of ability, motivation, and opportunity (AMO) for human resource research, this study has the goal of determining if SMEs in Vietnam use individual-level AMO for human activities. A survey design is employed with data collected from 243 employees working in Vietnam's SMEs. Qualitative and quantitative methods are deployed in the study. The Cronbach alpha and EFA tests are used in SPSS 20.0 software. This study finds individual AMO dimensions include Ability, Motivation, and Opportunities practices in SMEs with ten items. The findings indicate that HRM professionals should be of significance in facilitating the competencies that employees need to perform HRM practices. They can improve these by (1) having employee selection following their capabilities; as well as (2) getting employee training sessions to become effective performers of human resource management operations in the workplace. It is explicitly an assisting tool if human resources managers provide employees with fair and appropriate policies and procedures. These policies and procedures should avoid overly restricting employees' discretionary powers to adapt them to individual situations spontaneously.

Keywords: HR practices, individual AMO framework, employees, SMEs.

1. Introduction

Vietnam's economy changed a lot when it switched from being planned from the top down to being based on the market in 1986. (Vo & Bartram, 2012). Foreign direct investments and international education partnerships have grown a lot over the past 30 years, which is one of the most important things to come out of the economic shift. The Asian financial crisis of 1997 forced Vietnamese companies to switch from personnel management (PM) to a more flexible human resource management (HRM) system so they could manage their workers better. Significant milestones include membership of the ASEAN Free Trade Area (1993), WTO membership (2007) and ASEAN Economic Community (2015) brought opportunities and challenges to Vietnamese HR. People now see human resources as important intangible assets that help Vietnamese businesses stay in business and become more competitive. Therefore, human resource development (HRD) has been considered as an essential strategy to help employees develop their personal and organizational competencies that contribute to enhancing organizational competitive advantage. HRD has assisted organizations in providing employees with current knowledge.

Human resource development (HRD) is described as a process of human professional development and liberating human capital by organizational growth, training sessions with the personal development aimed at improving performance. (Flowing Swanson, Holton, and Holton (2001, p. 4), . HRD often comprises three areas of practices, namely training and growth of employees, growth of the company, and career development (Chalofsky, 2014). But management and organization theory suggest that HRD is just a small part of a larger field that helps organizations be more productive by managing their human resources better. (Chalofsky, 2014).

Managing human resources means putting together activities like hiring, paying, evaluating, and training. Some people think that human resource management (HRM) is the main source of

firm-specific resources that produce knowledge, quality, innovation, and adaptability to help business strategy come to life. Modern HRM may stress the need for continuous training and development to keep the organization's dynamic capabilities supporting its strategy. It may also include a lot of caveats about decisions about hiring, training, and outsourcing. As a result, HRD, serving as one of HR practices and policies which are focused more on individuals than the occupation, is concerned with longer-term personal growth and career movement (P. F. Boxall, Purcell, & Wright, 2007).

Most of the management and organization theories we have today come from Western culture and real-world data. There is little management research on Asian countries, especially in Vietnam that could make Western ideas or theories useless and weren't used in Asia because of this. (Bartram, Stanton, & Thomas, 2009; D. Nguyen, Teo, & Mylett, 2013). This paper analyzes how HR practices are implemented in Vietnamese enterprises and the relationship between HR practices and HR effectiveness based on perception of line managers. When figuring out how well the HR function is working, it's important to take into account what line managers think about the HR practices that have been put in place. (D. Guest & Conway, 2011; Ryu & Kim, 2013).

The paper has been formed accordingly. This introduction is followed by sections covering: some relevant literature on evolution of the HR practices; HR practices based on AMO framework; AMO framework as individual level, testing the reliability and validity of individual AMO dimension in SMEs, contribution of understanding individual AMO dimension applied HR practices in SMEs and conclusion.

2. Literature Review

2.1. Review of Human Resource Practices

Since we can easily detect a big impact from the proper HR practices on a firm's performance, the SHRM field has seen enormous growth over the previous 25 years. There are various methods for analyzing HR practice methodologies. The framework offered by J. E. Delery and Doty (1996), which distinguishes between three types of existing models in this field—*configuration models*, *contingency models*, and *universalistic models*—is a great place to start for this debate. First of all, universalistic models connect to the idea of "best practice": there is only one ideal way to carry out a certain procedure in order to maximize financial gain for the business. As we've seen, the resource-based view of the firm typically serves as the model's foundation. Contrarily, the contingency model proposes that other variables, primarily corporate strategy, would alter correlations between individual independent HR practice characteristics and dependent firm performance variables. In order to maximize business performance, the configurational approach focuses on grouping together HR processes. Both the contingency model and the configurational model examine the relationship between independent variables and dependent variables, but the configurational model illustrates the pattern of multiple independent variables relating to the dependent variable, whereas the other model illustrates the relationship between individual independent variables and the dependent variable of firm performance.

The results of HR studies demonstrate that individual autonomous HR practices had an impact on organizational effectiveness and that the adoption of HR practices was influenced by

the contextual circumstances of a particular environment. According to research on the direct relationship between SHRM and performance (D. E. Guest, 1997; Huselid, 1995; Pfeffer, 1994), particular HR practices may ultimately improve organizational performance to produce superior results. The empirical evidence for this assertion, however, has trailed behind theoretical developments. The idea that HR practices must work together harmoniously has almost universal acceptance among academics. As stated by Chadwick (2010) and Gerhart (2012), among others, there is basically no empirical study that specifies and tests these combinations, packages, or synergies of HR strategies in all their complexity. It is still uncertain which HR practices combine to generate organizational efficiency and which practices make up an efficient HRM system, claim Delaney and Huselid (1996) and D. E. Guest (2011).

Our analysis revealed that prior research on HRM in Vietnam had focused on the use of certain HR practices, such as hiring, selecting, compensating, and training employees, in a range of organizational types (Thang & Quang, 2005b; Zhu et al., 2008). Determining whether these HR practices were adopted or intended to be used in the HRM-performance relationship has not been possible in prior studies looking at similar HR practices in Vietnamese firms (D. E. Guest, 2011). In order to better understand sustainable performance in Vietnamese firms, it may be helpful to look into a set of applied HR practices (Huselid, 1995).

2.2. HR practices based on AMO framework

The AMO model has several factors involved in each individual's performance in Human Resource Management practices, including A for their ability, M for motivation, and O for opportunities. Blumberg and Pringle (1982) defined the term "opportunity" as an environment for co-workers, where one individual might make improvements in abilities and skills to perform better while motivation also influences opportunity and ability.

To put it simply, ability comprises skills and specific knowledge to apply for work tasks in business. Nordhaug's (1998) framework for human resources includes the idea that each staff member has skills that are related to their job. In organizations not only go beyond their own task specificity but also embrace their company as well as industry specificity. This is titled connections that are mutually beneficial between the notion of ability and individual competence in organizations.

Motivation often refers to the employees' efforts through their intensity, direction as well as their duration toward the tasks and activities. Deci and Ryan, 2000, demonstrate the distinction between internal and external motivation. When intrinsic motivation is described as "relating to people willingly participating in endeavors that they find captivating providing the ultimate excitement along with challenge". Huselid (1995) claims that employees being motivated with intrinsic motivation may get the desire to perform something pleasant with a sense of organization, fulfillment, and confidence.

Opportunity is considered as the environment where the employees might perform their work following their ability and motivation. It is a fallacy that empowerment is prone to exert a great influence in task performance through knowledge sharing. According to Bowen and Lawler (1992), advocates of this viewpoint determine empowerment as "sharing with front-line employees knowledge concerning a company's achievements, providing details about incentives relying on a the company's effectiveness, understanding that allow employees to comprehend

and bring attention to organizational performance, and giving employees the capacity to take actions that have an impact on the organization's strategy and execution." However, Wolter (2014) says that the best way for employees to do their jobs is to have an accomplishment in their task is to take control of their actions when employees should be able to show what they can do by contributing to the company's success.

Overall, both individual and firm levels experience great development thanks to the combination of AMO models to achieve organizational innovation. With the help of HRM practices, the organization may create higher performance by applying the AMO framework. Combs et al. proposed that supplying employees with opportunities might make contributions to training and development, effective work performance as well as successful management structures. In addition, motivation from training programs, job empowerment and sensible arrangements plays an important role in improving employee performance (Shih et al, 2006). They assumed that the firms might develop their performance by nurturing employees' skills and knowledge as their behaviors are unable to imitate.

2.3. AMO framework as individual level

According to prior studies by Jiang et al. (2012a), the bundling approach has received significant attention as a human resources practice. The performance is influenced by two dimensions: the system and the individual (Kellner et al., 2019).

At the system level, high-performance work practices have been linked to performance outcomes and positive organization in various contexts (Jiang et al., 2012; Heffernan and Dundon, 2016).

As for the individual dimension, HR practices are rooted in psychology, suggesting that employees' performance is determined by their AMO ($P = f(A, M, O)$) (Collings and Mellahi, 2009). The emphasis of this model is on an individual's knowledge, skills, abilities, willingness to contribute to organizational goals, and the opportunity to work, all of which impact their performance outcomes (Messersmith et al., 2011). Past research has shown that High-Performance Work Systems (HPWS) affect employees' task performance, citizenship, turnover intentions, engagement, and deviant behaviors at the individual level in a positive way (Chang and Chen, 2011; Jiang et al., 2012; Malik and Lenka, 2019).

The AMO framework lacks a precise definition for the concept of "ability," extending beyond necessary skills (Bailey, 1993; Boselie et al., 2005). This concept includes formal and informal training and education (Appelbaum et al., 2000). Nordhaug (1998) introduces the idea of work-related competencies among individual employees, which go beyond immediate task specificity and encompass both firm and industry specificities. Cabrera et al. (2006) propose the concept of individual competence, characterized by a knowledge base that consists of tacit and explicit elements. They also consider cognitive processes like attention and memory, which facilitate understanding and knowledge absorption during face-to-face peer interactions, leading to collegial acknowledgment. Instead of relying on the ambiguous notion of ability, this approach emphasizes the concept of individual competence, which encompasses formal education and job-related skills (Appelbaum et al., 2000; Bello-Pintado, 2015; Jiang et al., 2012; Williams and Lee, 2016). Additionally, management training within a company is recognized as

a crucial source of job-related skills, and the concept of competence extends to the recognition of individuals' expertise by their peers.

Consequently, competence is regarded as a source of self-efficacy, which enhances individuals' confidence in their own knowledge base (Bandura, 1997; Cabrera & Cabrera, 2005).

3. Methodology

3.1 Measurement

Ability - like Bos-Nehles et al. (2013), the ability is proxied by self-efficacy, which Bandura (1982, p. 122) defines as a judgment of "how well one can execute courses of action required to deal with prospective situations". The measure consists of four items from the occupational self-efficacy measure reported by Rigotti et al. (2008).

Motivation - Three items taken from the work motivation scale developed by Barbuto and Scholl (1998) and the work engagement scale developed by Schaufeli et al. (2006) were used to measure motivation, which is defined as the employees' "willingness to exert effort in a particular way" (Dreher and Dougherty, 2002, p. 28).

Opportunity - Opportunity is defined by Bos-Nehles et al. (2013) as "support and avenues necessary to enable desired behaviors" (p. 862), and this is demonstrated by the organization giving employees the right support and time so they can complete their tasks successfully. We use four items from Macky and Boxall (2008) to quantify opportunity in accordance with this approach. These mostly focus on the time resource and how it relates to task effectiveness. The eleven components that make up each individual AMO scale are divided into three constructs (table 1).

Table 1: Measures of individual AMO construct

Code	Items
Ability	
A1	I am not confident I can always successfully perform whatever is required of me in my job (R)
A2	When faced with difficult tasks at work, I am certain I will accomplish them
A3	I do not believe I have the necessary knowledge and skills required to do my job effectively (R)
A4	I can remain calm when facing difficulties because I can rely on my abilities
Motivation	
M1	I do not work extra hours if possible, and I am reluctant to do so even when it is absolutely necessary (R)
M2	I always put forward my best efforts to get the job done regardless of the difficulties I experience
M3	I get very involved in my work and work extra hours, if necessary
Opportunity	

O1	I am given enough time to do what is expected of me in my job
O2	The amount of work I am asked to do is fair
O3	There is too much work to do everything well (R)
O4	I never seem to have enough time to get everything done in my job (R)

Note: R- Reversed

Source: Edgar, Zhang & Blaker (2021).

3.2 Data collection

We got information from 14 service organizations in Vietnam with 281 employees by giving them questionnaires. The final group of people was made up of 243 people who worked in healthcare (48%), retail and hospitality (16%), and financial services (13%).

3.3 Data analysis

In this study, the data was input and analyzed by using the SPSS ver.20 software program. In order to assess the reliability and validity of measurement scales, the study utilized several advanced statistical validity tests and analyses including exploratory factor analysis (EFA). The study conducted EFA by using SPSS ver.20 on all items of HR practices to identify underlying factors as well as assess the uni-dimensionality of constructs. To identify the factor structure of HR practices based on individual dimensions in EFA analysis, the extraction method was principal axis factoring, and the rotation method was varimax with Kaiser normalization. The study used the rule of thumb for exhibiting factor loading over 0.5 (Williams, Onsman, and Brown, 2010)

4. Findings and discussion

4.1 Reliability test

This study used the Cronbach's Alpha coefficient as a metric for internal consistency. This coefficient evaluates the accuracy with which a group of parameters or items capture a specific construct. Alpha values around 0 or 1 imply strong inter-item correlations, whereas values near 0 or 1 suggest little or no connection between the items that make up the variable. According to the calculation, Table 2's Cronbach's Alpha for the data is greater than 0.6. This demonstrates the accuracy and dependability of individual AMO scales. As a result, the following stage of the EFA analysis can make use of all observed variables.

Table 2: Reliability test of scales

Code	Means	Cronbach's Alpha if Item Deleted	Cronbach Alpha
Ability			0.827
A1	4.29	.763	
A2	4.23	.812	
A3	4.35	.785	

A4	4.27	.769
Motivation		0.782
A1	4.21	.634
A2	4.28	.696
A3	3.83	.799
Opportunities		0.691
O1	4.12	.479
O2	4.22	.508
O3	4.22	.491
O4	2.80	.870

Sources: Authors's caculation

4.2 Validity Test

SPSS 20.0's correlation function is used to figure out how true each statement on the questionnaire is. Six of the thirty items were taken out because their validity value was less than 0.3, which means they were not true.

The results of the EFA analysis with independent variables, which are work-related factors, showed that these variables met the criteria for validity for measurement scales. (1) a good fit of the Kaiser-Meyer-Olkin test (KMO) and a significant Barlett test of sphericity; (2) 0.5 KMO coefficient = 0.886 1; Extraction Sums of Squared Loadings = 66.625% > 50%; (Williams et al.) The 10 items that made up the three constructs of independent variables were put into three groups: Ability, Opportunities, and Motivation (Table 3). Item O4 was left out because it had a factor loading of only 0.3.

Table 3. Validation of factor of job satisfaction

	Components		
	Ability	Opportunities	Motivation
A1	.784		
A3	.778		
A4	.773		
A2	.680		
O2		.638	
O3		.635	
O1		.603	
O4			
M1			.853

M2	.813
M3	.696

KMO Measure of Sampling Adequacy:
0.886

Bartlett's Test of Sphericity:

Approx. Chi-Square:	1221.331
df	55
Sig	0.000
Extraction Sums of Squared Loadings	66.625%

Source: Authors' calculation

4.3. Discussion of empirical results

We found 7-item scales of ability and motivation for the individual dimension, but not all opportunity scales stayed in the analysis in which item O4 “I never seem to have enough time to get everything done in my job” is deleted. These findings contribute to our comprehension of the AMO model in relation to the setting of managing individuals by presenting that the fundamental scales of individual-level AMO are composed of ten elements. Our findings illustrate that of the three AMO variables, chance appears in only three variables rather than four variables as the origin measurement.

The dynamic model of AMO for HR research separates ability and motivation from opportunity by saying that ability and motivation are made up of individual or HPWS characteristics, while opportunity is made up of both individual and system characteristics.

The results suggest that HRM professionals should be seen as having an important role in helping employees develop and use the skills they need to do HRM practices. They can make these stronger by (1) having employee selection following their capabilities; as well as (2) getting employee training sessions to become effective performers of human resource management operations in the workplace. HRM professionals who give employees policies and procedures that are clear and adequate are clearly better off. Also, these policies and procedures shouldn't limit too much the ability of employees to change them to fit different situations. HRM departments could increase investments in improving employees' inspiration for putting HRM into place. Human Resource Management (HRM) skills are important for HRM practices to work well on the job floor. The opportunities and tools that HRM offers can help employees do their jobs better.

5. Conclusion

We concluded by applying the dynamic model of AMO for HR research to examine the effects of individual-level AMO on employee performance. These contextual factors can have an impact on the status of HRM and, subsequently, the effort employees put forth in HRM (motivation), as well as the way they are supported and the amount of flexibility and time they

have for HRM activities (opportunity). In order to fully understand the dynamic model of AMO and, more importantly, so that distinctions between the system and the individual enable a clearer illumination of how these particular factors contribute to maximizing employee performance through the future research, we hope that these findings will encourage further research.

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