



Linking AMO-Based HRM to Corporate Sustainability: The Mediating Role of Staff Performance in Healthcare Organizations

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ABSTRACT

This study aims to examine the effect of ability-motivation-opportunity (AMO) on corporate sustainability, through staff performance as a mediating variable. The research employed a quantitative approach using structural equation modeling-partial least squares (SEM-PLS). The sample consisted of 184 respondents selected using a purposive sampling technique. Data were analyzed to assess the relationship between constructs and evaluate the mediating role of staff performance. The results indicate that AMO has a significant positive effect on staff performance and corporate sustainability. In addition, staff performance significantly influences corporate sustainability and partially mediates the relationship between AMO and corporate sustainability. The findings also show that AMO is the most dominant factor influencing organizational outcomes, highlighting the importance of employee capability, motivation, and opportunity in driving sustainable organizational performance. Additionally, the model demonstrates moderate explanatory power, confirming the relevance of human resource practices in enhancing sustainability outcomes. The study concludes that strengthening AMO practices is essential to improve employee performance and achieve long-term corporate sustainability. However, the research is limited by its cross-sectional design and single-organization context, which may limit the generalizability of the findings. Future research is recommended to adopt longitudinal designs and broader industry samples to enhance external validity.

Keywords: Ability-Motivation-Opportunity, Staff Performance, Corporate Sustainability, Structural Equation Modeling-Partial Least Squares, Human Resource Management, Mediation Analysis

JEL Classifications: M12, M14, I11

1. INTRODUCTION

Healthcare organizations today face increasingly complex pressures to not only provide quality medical services but also maintain long-term organizational sustainability. Global environmental changes, increasing healthcare needs, resource constraints, and demands for operational efficiency are driving hospitals and healthcare institutions to develop more adaptive and sustainable management systems (Alboliteh et al., 2022). In this context, corporate sustainability has become a strategic issue because the sustainability of healthcare organizations is directly related to their ability to maintain service quality, operational stability, and the sustainability of the public health system in general (Rouhana and Van Caillie, 2025). Alboliteh et al. (2022)

explain that hospital organizational sustainability is influenced by the organization's internal ability to effectively manage human resources and knowledge. Furthermore, Rouhana and Van Caillie (2025) emphasize that performance monitoring systems play a critical role in ensuring the consistent implementation of sustainability across healthcare organizations' operational activities.

The urgency of sustainability in the healthcare sector is becoming increasingly important, especially in developing countries with limited resources compared to developed countries (Alboliteh et al., 2022). Healthcare organizations in developing countries are required to remain effective, efficient, and sustainable despite financial, technological, infrastructure, and workforce

limitations (Rouhana and Van Caillie, 2025). This situation makes sustainability a crucial requirement for the healthcare system to survive and develop gradually over the long term. In this context, healthcare organizations ultimately depend heavily on the quality of their human resources, as healthcare workers are the primary actors in the implementation of medical services and organizational operations (Jarrar, 2023). Therefore, quality human resource management is a crucial foundation for maintaining the sustainability of healthcare organizations and the quality of the overall healthcare system (Ashraf et al., 2026).

However, many healthcare organizations still face challenges in human resource management, which impact the low performance of healthcare workers (Omada et al., 2025). Ineffective HRM practices can lead to low work motivation, weak healthcare worker engagement, increased work stress, and even a decline in the quality of healthcare services (Amin et al., 2025). These conditions not only impact the performance of individual healthcare workers but can also trigger broader healthcare system failure (Rouhana and Van Caillie, 2025). When healthcare workers are unable to perform their duties optimally, the risk of patient harm, medical errors, decreased patient safety, and poor healthcare quality increases (Alboliteh et al., 2022). In the long term, these conditions can hinder the sustainability of healthcare organizations and even contribute to the decline in the quality of a country's healthcare system (Rouhana and Van Caillie, 2025). Therefore, healthcare organizations require an HRM approach that can improve the quality of healthcare worker performance to achieve sustainable organizational sustainability (Ashraf et al., 2026).

In human resource management literature, one approach widely used to explain employee performance improvement is the ability-motivation-opportunity (AMO) framework (Jarrar, 2023). The AMO framework emphasizes that optimal performance can be achieved when an organization is able to provide employees with the ability, motivation, and opportunity to contribute optimally (Omada et al., 2025). Jarrar (2023) explains that AMO-based HRM practices have a significant influence on organizational performance because they can improve the quality of human resources within an organization. Research by Omada et al. (2025) also shows that AMO implementation significantly increases employee commitment and performance by strengthening aspects of ability, motivation, and job opportunities. In addition, Amin et al. (2025) prove that the constructs of ability, motivation, and opportunity are valid and strong dimensions in explaining work behavior and the effectiveness of organizational HRM practices. These findings suggest that AMO-based HRM practices can be an important strategy for improving the quality of healthcare worker performance in healthcare organizations (Ashraf et al., 2026).

Recent literature has begun to link the AMO approach to issues of sustainability and organizational well-being (Ashraf et al., 2026). Ashraf et al. (2026) found that AMO-based sustainable HRM significantly impacted employee well-being through perceived organizational support. These findings indicate that AMO practices are not only related to increased work productivity but also contribute to the formation of work behaviors that support long-term organizational sustainability (Ashraf et al., 2026). However,

research on the relationship between AMO-based HRM and corporate sustainability is relatively limited compared to research on AMO's impact on organizational performance, employee commitment, and employee well-being (Jarrar, 2023; Omada et al., 2025). Most previous studies still position AMO as a variable directly related to organizational outcomes without explaining the mechanisms by which AMO-based HRM practices can lead to organizational sustainability (Amin et al., 2025). However, organizational sustainability is not formed instantly but develops through improved work behavior and employee performance, the primary actors in organizational activities (Rouhana and Van Caillie, 2025).

This research gap lies in the limited number of studies that integrate the AMO framework with corporate sustainability within a single conceptual model (Ashraf et al., 2026). Furthermore, previous studies generally only examine the direct relationship between AMO and organizational outcomes without explaining the processes or mechanisms of this relationship in greater depth (Jarrar, 2023; Omada et al., 2025). Therefore, this study seeks to explain the mechanisms by which AMO-based HRM can promote corporate sustainability through the mediating role of staff performance. Staff performance is considered a crucial factor because the sustainability of healthcare organizations depends heavily on the quality of healthcare personnel performance in their daily services (Rouhana and Van Caillie, 2025). Thus, this study not only examines the direct relationship between variables but also explains the interrelationship process through the mediating mechanism of staff performance.

In addition to the theoretical research gap, research related to AMO has also been conducted more in the context of manufacturing, construction, and general public sector organizations than in the context of healthcare management (Amin et al., 2025; Omada et al., 2025). Studies applying the AMO framework to healthcare organizations are still relatively limited, despite the healthcare sector's distinct characteristics compared to other sectors, as it directly relates to patient safety, quality of healthcare services, and the sustainability of the public health system (Alboliteh et al., 2022). In healthcare organizations, workforce performance not only impacts organizational productivity but also determines the quality of clinical decision-making, patient safety, and the overall success of healthcare services (Rouhana and Van Caillie, 2025). Therefore, using the AMO approach in the context of healthcare management is crucial for understanding how HRM practices can more effectively support the sustainability of healthcare organizations (Ashraf et al., 2026).

Thus, the novelty of this research lies in three main aspects. First, this study links AMO-based HRM with corporate sustainability, a practice rarely studied in previous literature (Ashraf et al., 2026). Second, this study explains the mechanism of this relationship through the mediation of staff performance, thus not only examining the direct relationship between variables but also explaining how AMO-based HRM practices can lead to organizational sustainability through improved healthcare worker performance (Jarrar, 2023; Omada et al., 2025). Third, this study applies the AMO framework to the context of healthcare

organizations in developing countries, a practice that has been relatively limited in previous research, despite its high level of urgency due to its relevance to the sustainability of healthcare systems and patient safety (Alboliteeh et al., 2022; Rouhana and Van Caillie, 2025).

Based on the description, the purpose of this study is to analyze the influence of AMO-based HRM on staff performance, analyze the influence of staff performance on corporate sustainability, and analyze the mediating role of staff performance in the relationship between AMO-based HRM and corporate sustainability in healthcare organizations. This study is expected to provide theoretical contributions in the development of sustainable HRM literature, AMO framework, and corporate sustainability, as well as provide practical contributions for hospital management in designing HRM strategies that can improve the performance of healthcare workers while supporting the long-term sustainability of healthcare organizations.

2. LITERATURE REVIEW

2.1. Ability-Motivation-Opportunity (AMO)

The ability-motivation-opportunity (AMO) framework is a key approach in human resource management that explains how HR management practices can influence employee behavior and performance. AMO emphasizes that optimal employee performance is determined not only by individual ability (ability), but also by the level of motivation and the opportunities provided by the organization to contribute (opportunity). Empirically, Jarrar (2023) found that AMO-based HRM practices significantly impact organizational performance by improving the quality of human resources. This suggests that organizations that manage these three dimensions simultaneously tend to produce a more productive and adaptive workforce.

Additionally, research by Amin et al. (2025) confirms that the AMO construct has strong validity in explaining modern HRM practices, particularly in measuring how organizational policies can enhance employee ability, motivation, and job opportunities. In addition, Omada et al. (2025) demonstrated that effective implementation of AMO can improve employee commitment and performance, particularly in the public sector, which is characterized by high bureaucratic complexity. In a recent development, Ashraf et al. (2026) also emphasized that AMO not only impacts performance but also plays a role in improving employee well-being through perceived organizational support. Thus, AMO can be viewed as a strategic framework that not only drives productivity but also shapes sustainable work behaviors.

2.2. Staff Performance

Staff performance is a crucial indicator in assessing organizational effectiveness, particularly in the healthcare sector, which relies heavily on the quality of human interactions. Staff performance reflects the extent to which individuals are able to carry out their duties effectively, efficiently, and in accordance with established standards. From an HR management perspective, employee performance does not stand alone but is the result of the interaction between ability, motivation, and the work environment. This aligns with the findings

of Omada et al. (2025), who demonstrated that improving employee ability and motivation through the AMO framework directly impacts improved performance and work commitment.

Additionally, Jarrar (2023) emphasized that organizational performance is significantly influenced by the quality of individual performance, fostered through appropriate HRM practices. Staff performance serves as a crucial link between managerial policies and organizational outcomes, as strategy implementation ultimately depends on employee actions on the ground. More broadly, Ashraf et al. (2026) demonstrated that performance is also closely related to employee well-being, with employees who feel supported by the organization tending to perform better. Therefore, staff performance not only functions as an output indicator, but also as a primary mechanism linking HRM practices to the overall success of the organization.

2.3. Corporate Sustainability

Corporate sustainability is a multidimensional concept that reflects an organization's ability to maintain long-term performance while considering economic, social, and environmental aspects. In the healthcare sector, this concept is becoming increasingly important because hospitals function not only as providers of medical services but also as institutions with significant social and environmental responsibilities. Alboliteeh et al. (2022) stated that the sustainability of hospital organizations is significantly influenced by the management of knowledge and human resources, which play a role in continuously improving operational efficiency and service quality.

Additionally, research by Rouhana and Van Caillie (2025) shows that performance monitoring systems play a crucial role in supporting sustainability, particularly in ensuring that sustainability goals are consistently implemented across all levels of the organization. This demonstrates that corporate sustainability depends not only on strategic policies but also on how these policies are translated into daily operational practices by employees. Thus, organizational sustainability is closely linked to the performance of staff, the primary executors of organizational activities. Integration between HRM practices, staff performance, and organizational systems is key to achieving sustainability.

2.4. Hypothesis Development

The proposed conceptual framework illustrating the relationships among AMO, staff performance, and corporate sustainability is presented in Figure 1.

2.4.1. Ability-motivation-opportunity (AMO) and staff performance

The ability-motivation-opportunity (AMO) framework explains that employee performance is influenced by the abilities, motivation, and opportunities provided by the organization to individuals to contribute optimally. In the context of healthcare organizations, healthcare workers with strong abilities, high work motivation, and opportunities to participate in their work tend to demonstrate higher work performance. AMO-based HRM practices enable organizations to improve the quality of their human resources through competency development, providing job support, and creating a participatory work environment.

Research by Jarrar (2023) shows that AMO-based HRM practices can improve organizational performance by enhancing the quality of human resources. Furthermore, Omada et al. (2025) found that AMO implementation significantly increased employee commitment and performance. These findings are supported by Amin et al. (2025), who stated that the dimensions of ability, motivation, and opportunity are important determinants in shaping employee behavior and work performance. Based on this description, the following hypothesis is proposed:

H₁: Ability-motivation-opportunity (AMO) positively affects staff performance.

2.4.2. Staff performance and corporate sustainability

Corporate sustainability in healthcare organizations is highly dependent on the quality of workforce performance because healthcare is a sector that relies heavily on human resources. Staff performance reflects the ability of healthcare workers to provide services effectively, efficiently, and consistently in line with organizational goals. High staff performance enables organizations to maintain service quality, operational effectiveness, and the long-term sustainability of healthcare services. Alboliteh et al. (2022) explain that hospital organizational sustainability is influenced by the quality of human resource management and the resulting organizational performance. Furthermore, Rouhana and Van Caillie (2025) demonstrate that a performance monitoring system plays a crucial role in supporting the implementation of sustainability in healthcare organizations. Therefore, the higher the staff performance, the greater the organization's ability to consistently achieve corporate sustainability. Based on this description, the following hypothesis is proposed:

H₂: Staff performance positively affects corporate sustainability.

2.4.3. The mediating role of staff performance in the relationship between AMO and corporate sustainability

From a human resource management perspective, the influence of HRM practices on organizational outcomes generally does not occur directly, but rather through changes in employee behavior and performance. The AMO framework explains that increased ability, motivation, and opportunity will drive improved individual performance before generating broader impacts on the organization. Ashraf et al. (2026) demonstrated that AMO-based HRM practices can influence organizational outcomes through psychological and behavioral mechanisms within employees. Furthermore, Jarrar (2023) emphasized that employee performance is the primary link between HRM practices and organizational performance. In the context of healthcare organizations, organizational sustainability is significantly influenced by the quality of healthcare personnel performance in carrying out daily services. Therefore, staff performance is viewed as an important mechanism explaining how AMO-based HRM practices can promote corporate sustainability. Based on this description, the following hypothesis is proposed:

H₃: Staff performance mediates the relationship between ability-motivation-opportunity (AMO) and corporate sustainability.

2.4.4. Ability-motivation-opportunity (AMO) and corporate sustainability

In addition to improving staff performance, AMO-based HRM practices also have the potential to directly impact corporate

sustainability. HRM practices oriented toward developing capabilities, motivation, and job opportunities can create a more adaptive, participatory, and long-term-oriented organizational culture. Ashraf et al. (2026) explain that AMO-based sustainable HRM can drive organizational outcomes that support sustainability by creating a positive and supportive work environment. In healthcare organizations, AMO implementation can also help organizations create more effective and sustainable work systems. Thus, AMO-based HRM practices not only improve individual performance but also form an organizational foundation that directly supports corporate sustainability. Based on this description, the following hypothesis is proposed:

H₄: Ability-motivation-opportunity (AMO) positively affects corporate sustainability.

3. RESEARCH METHODS

3.1. Methods

This study uses a quantitative approach to empirically test the relationship between ability-motivation-opportunity (AMO), staff performance, and corporate sustainability in healthcare organizations in Indonesia. The quantitative approach was chosen because it can objectively explain the relationships between variables through statistical testing and numerical data-based measurements. Furthermore, this approach is considered appropriate for testing both direct and indirect relationships in research models involving mediating variables.

3.2. Research Design

This study employed a cross-sectional design, meaning data collection was conducted over a single time period without repeated observations. This design was chosen because it is appropriate for identifying relationships between variables based on the actual conditions of healthcare organizations in Indonesia. Through this approach, researchers were able to capture healthcare workers' perceptions regarding AMO-based HRM practices, staff performance, and corporate sustainability simultaneously.

3.3. Research Location

The study was conducted in healthcare organizations in Indonesia, including hospitals and clinics. Indonesia was chosen as the context because, as a developing country, healthcare organizations face significant sustainability challenges due to limited resources, disparities in healthcare facilities, and high demands for quality healthcare services. Therefore, human resource management is a crucial factor in supporting the sustainability of healthcare organizations in Indonesia.

3.4. Research Population

The population in this study consisted of healthcare workers (nurses) working in healthcare organizations in Indonesia, both in hospitals and clinics. This population includes medical and non-medical healthcare workers directly involved in healthcare services, such as general practitioners, specialists, nurses, midwives, pharmacists, laboratory technicians, health administration staff, and other healthcare workers.

3.5. Research Sample

The sample in this study consisted of healthcare workers working in hospitals and clinics in Indonesia, meeting specific criteria. Respondents were selected from various healthcare professions, including general practitioners, specialists, nurses, midwives, pharmacists, laboratory technicians, and health administration staff. The sampling criterion used was that respondents had worked permanently for at least 6 months in the same healthcare organization. This criterion was established because respondents were considered to have a good understanding of the organization's conditions, AMO-based HRM practices, work performance, and the sustainability of the organization where they work.

The sample size for this study was 180 respondents. This number was deemed sufficient for partial least squares-based structural equation modeling (PLS-SEM) analysis because it met the requirements for structural relationship analysis and testing mediation effects in the research model.

3.6. Sampling Technique

The sampling technique used was non-probability sampling with a purposive sampling approach. This technique was chosen because the researcher established specific criteria for selecting respondents in accordance with the research objectives. Purposive sampling enabled the researcher to obtain respondents relevant to the research context, namely healthcare workers who understand the implementation of HRM practices and the sustainability of the healthcare organizations where they work.

3.7. Data Collection Technique

Data collection used questionnaires distributed in person and online to healthcare workers who met the research sample criteria. A total of 220 questionnaires were distributed, while 180 questionnaires were usable and met the analysis criteria. Questionnaires were used because they allow for systematic and efficient data collection. All statement items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

3.8. Variable Measurement

The variables in this study were measured using reflective indicators adapted from previous research. The ability-motivation-opportunity (AMO) variable is measured based on the dimensions of ability, motivation, and opportunity. The staff performance variable is measured based on respondents' perceptions of the quality and effectiveness of their work performance within the healthcare organization. Meanwhile, corporate sustainability is measured based on respondents' perceptions of organizational sustainability in terms of operations and management.

3.9. Data Analysis Techniques

Data analysis in this study used partial least squares-based structural equation modeling (PLS-SEM) with the assistance of SmartPLS version 4 software. This method was chosen because it is capable of analyzing complex relationships between latent variables and is suitable for testing mediation models.

The analysis was conducted in two stages: Outer model evaluation and inner model evaluation. Outer model evaluation was used to test the validity and reliability of the research constructs. Convergent

validity was assessed based on outer loading values >0.70 and average variance extracted (AVE) >0.50 . Construct reliability was measured using Cronbach's Alpha and Composite Reliability, with a minimum value >0.70 . Furthermore, discriminant validity was tested using the Fornell-Larcker and heterotrait-monotrait ratio (HTMT) criteria, with a HTMT value <0.90 .

Inner model evaluation was conducted to examine the relationships between variables and research hypotheses using path coefficients, t-statistics, and P-values. Significance testing was performed using bootstrapping techniques with 5,000 subsamples. Furthermore, mediation effects were tested using the indirect effects analysis approach in PLS-SEM to examine the mediating role of staff performance in the relationship between AMO and corporate sustainability.

4. RESULTS

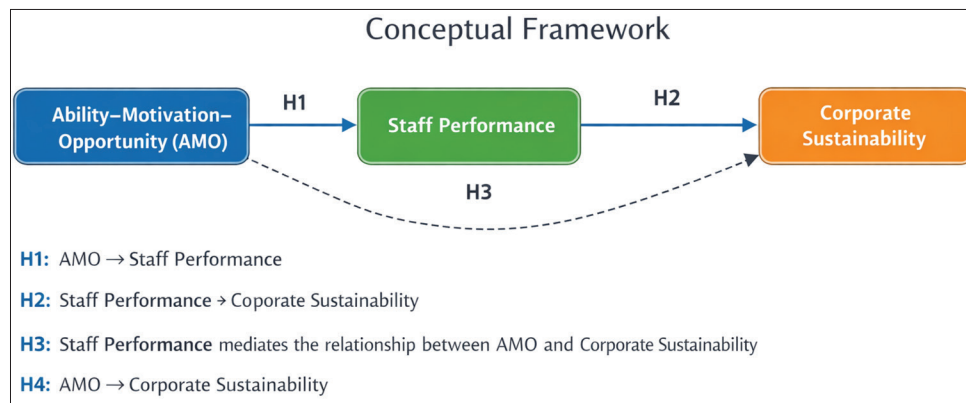
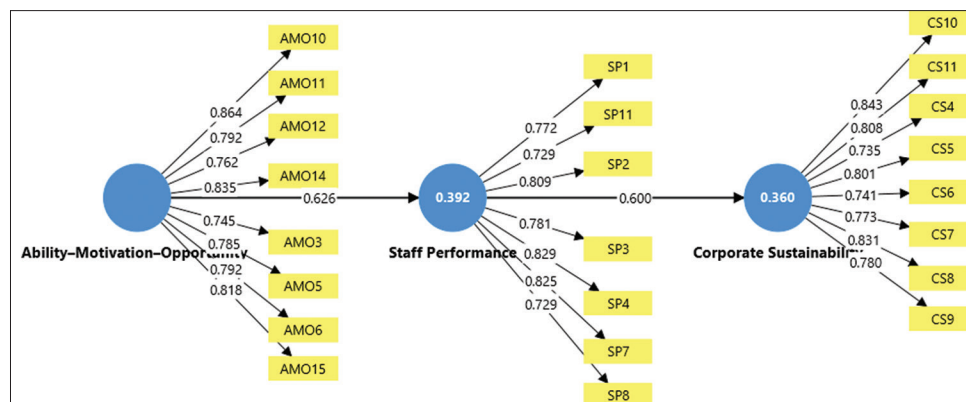
The results of the outer loading test showed that all indicators in the ability-motivation-opportunity (AMO), staff performance, and corporate sustainability variables had values above the minimum threshold of 0.70 (Table 1 and Figure 2). The outer loading values ranged from 0.729 to 0.864, indicating that each indicator adequately reflected the latent construct.

Furthermore, several indicators with outer loading values below the 0.70 threshold were eliminated early in the analysis to improve construct validity and the reliability of the research model. After the elimination process, all remaining indicators met convergent validity criteria and were suitable for use in further analysis. These results support the use of the reflective measurement model and indicate that all indicators adequately represent their respective latent constructs.

Discriminant validity testing was conducted using the heterotrait-monotrait ratio (HTMT) method. The results showed that all

Table 1: Outer loadings

Indicators	Outer loadings
AMO10<-Ability-motivation-opportunity	0.864
AMO11<-Ability-motivation-opportunity	0.792
AMO12<-Ability-motivation-opportunity	0.762
AMO14<-Ability-motivation-opportunity	0.835
AMO15<-Ability-motivation-opportunity	0.818
AMO3<-Ability-motivation-opportunity	0.745
AMO5<-Ability-motivation-opportunity	0.785
AMO6<-Ability-motivation-opportunity	0.792
CS10<-Corporate sustainability	0.843
CS11<-Corporate sustainability	0.808
CS4<-Corporate sustainability	0.735
CS5<-Corporate sustainability	0.801
CS6<-Corporate sustainability	0.741
CS7<-Corporate sustainability	0.773
CS8<-Corporate sustainability	0.831
CS9<-Corporate sustainability	0.780
SP1<-Staff performance	0.772
SP11<-Staff performance	0.729
SP2<-Staff performance	0.809
SP3<-Staff performance	0.781
SP4<-Staff performance	0.829
SP7<-Staff performance	0.825
SP8<-Staff performance	0.729

Figure 1: Research framework**Figure 2:** Outer model

HTMT values between constructs were below the maximum threshold of 0.85. The highest HTMT value was found in the relationship between ability-motivation-opportunity (AMO) and Corporate Sustainability, at 0.759 (Table 2). These results indicate no overlap between constructs, thus each variable in this study has clear conceptual distinctions.

Reliability testing results indicate that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70 (Table 3). Cronbach's Alpha values ranged from 0.894 to 0.919, while Composite Reliability values ranged from 0.917 to 0.934. Furthermore, the average variance extracted (AVE) values for all variables were above 0.50, with a range of 0.613–0.640. These results indicate that the research constructs have met the criteria for reliability and convergent validity. Therefore, all variables in this study are deemed valid and reliable for use in testing the inner model and further research hypotheses.

The results of the multicollinearity test indicate that all variables have a VIF value of 1.000 (Table 4). This value is well below the critical limit of 5.0, thus concluding that there are no multicollinearity issues in the structural model. Therefore, the relationships between the independent variables in the model can be analyzed stably and without interfering with each other.

4.1. Inner Model

Figure 3 illustrates the inner model used to evaluate the structural relationships among the constructs. The R-square results show that

Table 2: Heterotrait-Monotrait

Construct	Ability-motivation-opportunity	Corporate sustainability	Staff performance
Ability-motivation-opportunity	0.759		
Corporate sustainability		0.660	
Staff performance	0.682		

staff performance is explained by AMO at 39.2%, while corporate sustainability is explained by the model at 36.0% (Table 5). These values indicate that the model's predictive ability is moderate. In addition, the nearly identical adjusted R-square values indicate good model stability with no indication of overfitting.

The F-square results show that AMO has a significant effect on staff performance with a value of 0.646, while staff performance also has a significant effect on corporate sustainability with a value of 0.561 (Table 6). This indicates that both relationships contribute strongly to the structural model of the study.

H_1 : The effect of ability-motivation-opportunity (AMO) on staff performance.

The test results show that AMO has a positive and significant effect on staff performance, with a coefficient of 0.624 and a

Figure 3: Inner model

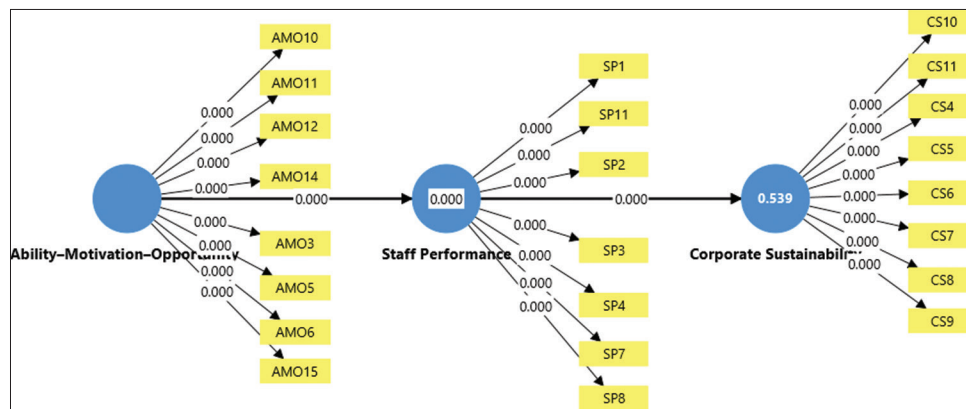


Table 3: Validity and reliability

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Ability-motivation-opportunity	0.919	0.921	0.934	0.640
Corporate sustainability	0.914	0.916	0.930	0.624
Staff performance	0.894	0.899	0.917	0.613

Table 4: VIF

Relationship	VIF
Ability-motivation-opportunity->Staff performance	1.000
Staff performance->Corporate Sustainability	1.000

Table 5: R-square

Construct	R-square	R-square adjusted
Corporate sustainability	0.360	0.356
Staff performance	0.392	0.389

Table 6: F-square

Relationship	F-square
Ability-motivation-opportunity->Staff performance	0.646
Staff performance->Corporate sustainability	0.561

$P < 0.001$ (Table 7). This result indicates that increasing ability, motivation, and opportunity within an organization can improve the performance of healthcare workers in carrying out their duties and responsibilities. Therefore, the implementation of AMO-based HRM practices contributes to improving the quality of staff performance in healthcare organizations.

H_2 : The effect of staff performance on corporate sustainability.

Staff performance has been shown to have a positive and significant effect on corporate sustainability, with a coefficient of 0.255 and a $P < 0.001$. These results indicate that the higher the performance of healthcare workers, the better the organization's ability to achieve sustainability. Good staff performance reflects operational effectiveness, service quality, and the organization's ability to maintain the continuity of healthcare services.

H_3 : Indirect effect of AMO on corporate sustainability through staff performance.

The analysis results show that AMO has a significant indirect effect on corporate sustainability through staff performance, with a coefficient of 0.159 and a $P < 0.001$. This finding indicates that staff performance acts as a mediating variable in the relationship between AMO and corporate sustainability. In other words, AMO-based HRM practices not only directly influence sustainability but also through improving the performance of healthcare workers, which in turn contributes to organizational sustainability.

H_4 : Effect of ability-motivation-opportunity (AMO) on corporate sustainability

The test results show that AMO has a positive and significant effect on corporate sustainability, with a coefficient of 0.547 and a $P < 0.001$. These results indicate that the better the implementation of ability, motivation, and opportunity within an organization, the higher the level of sustainability of the healthcare organization. AMO-based HRM practices can help organizations create a more adaptive, effective, and long-term sustainability-oriented work environment.

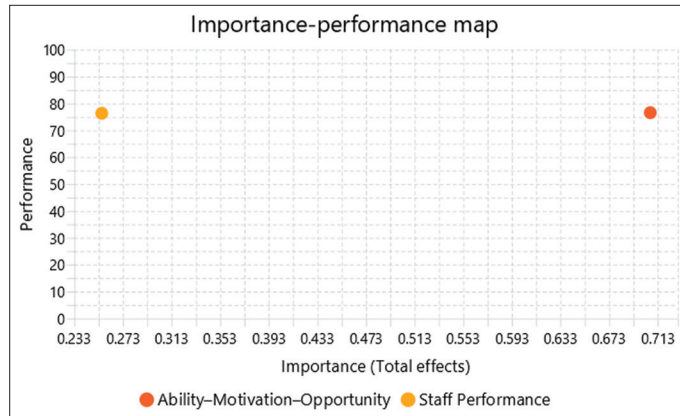
Based on the mediation analysis, the indirect effect of AMO on corporate sustainability through staff performance is significant ($\beta = 0.159$; $P < 0.001$). Furthermore, the direct effect of AMO on corporate sustainability also remains significant ($\beta = 0.547$; $P < 0.001$). The VAF (variance Accounted for) value is 22.5%, indicating that staff performance partially mediates the relationship between AMO and corporate sustainability. This suggests that the mediating role exists but is not dominant.

4.2. IPMA

The Importance-Performance Matrix Analysis (IPMA) results are presented in Figure 4. The results of the importance-performance matrix analysis (IPMA) show that the ability-motivation-

Table 7: Hypothesis testing

Hypothesis	Relationship	Coefficient (O)	T statistics	P-value	Decision
H ₁	AMO→Staff performance	0.624	12.899	<0.001	Supported
H ₂	Staff performance→Corporate sustainability	0.255	3.624	<0.001	Supported
H ₃	AMO→Staff performance→Corporate sustainability	0.159	3.376	<0.001	Supported
H ₄	AMO→Corporate sustainability	0.547	9.298	<0.001	Supported

Figure 4: Importance-performance matrix analysis

opportunity (AMO) variable has a very high importance level for corporate sustainability, at 0.707, higher than staff performance (0.255). These results indicate that AMO is the most important factor in determining the sustainability of healthcare organizations. Therefore, small changes or improvements in ability, motivation, and opportunity can have a significant impact on improving an organization's corporate sustainability.

In terms of performance, the AMO variable also showed a high value of 76.606, slightly higher than staff performance (76.358). These results indicate that the implementation of AMO-based HRM practices in healthcare organizations is well-understood and making a positive contribution to organizational sustainability. However, a high performance score does not mean this variable can be ignored. On the contrary, because AMO has a very high importance level, organizations need to maintain the stability of its implementation on an ongoing basis and continue to make gradual improvements.

The managerial implications of these findings suggest that healthcare organizations need to maintain the quality of their well-established AMO-based HRM practices, such as developing healthcare workforce competencies, enhancing work motivation, and providing more participatory work opportunities. Furthermore, organizations need to consistently pursue continuous improvement, as even small improvements in AMO implementation have the potential to significantly impact long-term organizational sustainability. Therefore, AMO is not only the most influential structural factor but also a strategic area that must be continuously maintained and enhanced to support the sustainability of healthcare organizations.

5. DISCUSSION

The results of this study indicate that ability-motivation-opportunity (AMO) has a positive and significant influence on

staff performance and corporate sustainability, both directly and indirectly through the mediation mechanism of staff performance. This finding confirms that the AMO model is a comprehensive framework for explaining how human resource management (HRM) practices can drive both individual performance and broader organizational outcomes, including sustainability. In this context, AMO functions not only as an operational HRM tool but also as a strategic approach to sustainably improving organizational effectiveness (Omada et al., 2025; Jarrar, 2023). Empirically, the results indicate that the indirect effect is significant, but the direct effect remains larger and more significant. The VAF value of 22.5% indicates that the mediation role is partial. This means that although staff performance acts as a mediator, it does not fully explain the relationship between AMO and corporate sustainability. In other words, AMO has a more dominant direct pathway than the indirect pathway through staff performance. These findings reinforce the view that AMO-based HRM practices have multi-level effects that are not limited to improving individual performance but also directly impact organizational outcomes (Ashraf et al., 2026).

Compared to the concept of full mediation, this condition occurs when the direct effect of AMO on corporate sustainability becomes insignificant after the mediator is included, allowing the entire effect to flow through staff performance. Under full mediation, staff performance is the sole explanatory mechanism for the relationship between HRM and sustainability. However, in this study, this condition did not occur, as the direct effect remained significant and dominant. This suggests that there are other mechanisms beyond staff performance, such as strategic policies and organizational systems, that are directly influenced by AMO in promoting sustainability (Hair et al., 2021). These findings also align with previous research showing that AMO has a broad impact that goes beyond individual performance. Ashraf et al. (2026) emphasized that AMO-based HRM practices not only improve performance but also strengthen employee well-being and organizational support, which directly contribute to organizational outcomes. Furthermore, Omada et al. (2025) demonstrated that increasing employee commitment and engagement through AMO can directly improve organizational effectiveness without necessarily being mediated by formal performance variables.

From a construct perspective, AMO is an integrative concept consisting of ability, motivation, and opportunity, which work synergistically. Amin et al. (2025) emphasized that these three dimensions are inseparable in creating effective HRM practices. However, in several previous studies, each dimension was often tested separately to determine its dominant influence. Jarrar (2023) found that the motivation dimension tends to be the most dominant factor in improving organizational performance, while the ability dimension becomes important in the context of knowledge-based organizations. On the other hand, opportunity

plays a supporting role, enabling employees to optimally actualize their abilities and motivation. In this study, these three dimensions are treated as a single construct, so that the results obtained reflect a more comprehensive collective influence (Amin et al., 2025; Jarrar, 2023). IPMA results indicate that AMO has the highest level of importance to corporate sustainability compared to staff performance, confirming its role as a strategic variable in the research model. This finding is consistent with research by Alboliteh et al. (2022), which states that sustainable HRM practices significantly contribute to organizational sustainability performance, particularly in the service sector. Furthermore, Rouhana and Van Caillie (2025) also emphasized that an effective performance monitoring and management system can strengthen the relationship between managerial practices and organizational sustainability.

From a methodological perspective, the use of the PLS-SEM approach in this study allows for a comprehensive analysis of the direct and indirect relationships between variables, including identifying the type of mediation occurring. Hair et al. (2021) emphasize that evaluating the structural model in PLS-SEM is crucial for understanding the strength of the relationships between constructs and the contribution of each pathway in the research model. Therefore, the results of this study are not only statistically valid but also provide a deeper theoretical understanding of the relationship mechanisms between AMO, staff performance, and corporate sustainability (Hair et al., 2021). Overall, it can be concluded that staff performance acts as a significant mediator, but is partial because it does not fully explain the relationship between AMO and corporate sustainability. This situation indicates that AMO plays a dual role: As a direct driver of organizational sustainability and as an indirect mechanism through improved staff performance. Therefore, in the context of this study, staff performance is more appropriately positioned as a supporting mechanism, while AMO remains the primary factor in driving corporate sustainability (Ashraf et al., 2026; Omada et al., 2025).

6. CONCLUSION

This study concludes that ability-motivation-opportunity (AMO) has a positive and significant influence, both directly and indirectly, on corporate sustainability through the mediation of staff performance. The analysis shows that AMO is the most dominant factor in improving staff performance and organizational sustainability, while Staff Performance also plays a significant role in strengthening the achievement of Corporate Sustainability. However, this study has limitations, namely the use of a cross-sectional approach that cannot capture long-term changes in variable behavior, and the limited scope of respondents within a single organizational context, requiring caution in generalizing the results. Based on these limitations, future research is recommended to use a longitudinal design and expand the research object to various industrial sectors to obtain more comprehensive results.

The managerial implications of this research's findings confirm that healthcare organizations need to prioritize the integrated implementation of ability-motivation-opportunity (AMO)-

based HRM practices as a key strategy for enhancing corporate sustainability. Management should not only focus on improving healthcare worker performance through training or job evaluations, but also ensure that healthcare workers have adequate competencies (ability), an effective motivation and reward system (motivation), and opportunities to engage and contribute to organizational activities (opportunity).

The IPMA results indicate that AMO is a crucial factor and has achieved high levels of performance within the organization. This situation demonstrates that AMO-based HRM practices are not an area to be ignored, but rather a strategic aspect that must be consistently maintained. The high importance of AMO indicates that small changes in the implementation of ability, motivation, and opportunity can have a significant impact on the sustainability of healthcare organizations. Therefore, organizations need to undertake continuous improvement, gradually and steadily, to maintain the effectiveness of AMO implementation in the long term.

Furthermore, because the direct influence of AMO on corporate sustainability is more dominant than the indirect influence through staff performance, organizations need to strengthen strategic policies such as developing healthcare workforce competencies, participatory job design, reward systems that support work motivation, and a work culture that encourages engagement and innovation. Thus, staff performance remains an important factor as a supporting mechanism, but the ultimate success in achieving corporate sustainability lies in the consistency and quality of the implementation of AMO-based HRM practices throughout the healthcare organization.

7. ETHICAL CONSIDERATIONS

This study was approved by the Research Ethics Committee, Faculty of Economics and Business, Universitas Pelita Harapan (Approval No. 008/MARS/EC/II/2026).

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