

Level of Awareness and Readiness of Administrative Officers II in Performing the Duties and Functions in The Schools Division of Tabaco City

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ABSTRACT

This study employs a descriptive method to determine the level of awareness and readiness, the significant difference between the awareness and readiness, and the challenges that affect the Administrative Officers II in performing their duties and functions within the Schools Division of Tabaco City. Using the quantitative methods design, data were gathered through a survey questionnaire distributed to participants and analyzed using the weighted mean and the Friedman Test. The findings highlight that the Administrative Officers II demonstrate a very high level of awareness regarding their duties and functions, that have a significant discrepancy in their readiness. Furthermore, statistical results confirmed that knowledge and understanding of duties and functions do not automatically manifest as performance readiness, explicitly revealing that various challenges directly hinder the execution of actual duties and functions. The study recommends implementing targeted training programs, increasing support for continuous professional development, and executing a strategic action plan tailored to bridge the gap between awareness and readiness of Administrative Officers II.

Keywords: Administrative Officers II, awareness, readiness, duties and functions, challenges, capacity building, professional development, Schools Division of Tabaco City.

INTRODUCTION

The success of the educational system in some countries depends on non-teaching personnel who perform a wide range of functions, including managing school records, related human resources work, finances, property custodianship, compensation and benefits, general administrative support, and other functions. These responsibilities are anchored in DepEd Memorandum DM-OUHROD-2023-12532 dated September 12, 2023, titled Deployment of School-Based Administrative Officer II and Project Development Officer I Items to Public Elementary and Secondary Schools for Fiscal Year 2023.

This study is closely aligns with Sustainable Development Goal 4, which prioritizes the quality of education for every Filipino. SDG 4 focuses on ensuring inclusive and equitable access to high-quality education, which is very important for supporting the daily performance and administrative duties of administrative personnel. Furthermore, this research connects to Sustainable Development Goal 8, which promotes decent work, economic growth, productive work, and improved working conditions for all.

Currently, the Administrative Officers II faces challenges in performing their duties and functions, which directly impact their performance. According to Endriga (2024), challenges encountered by Administrative Officers II (AO IIs) in managing property and supplies. Hilario (2026), also emphasized the challenges encountered by Administrative Officers II in the implementation of their duties and responsibilities. By addressing these issues through targeted training, robust support systems, and optimized working conditions. The administrative personnel can gain the knowledge and skills to enhance their awareness and develop their readiness. This study

supports creating a healthier, more productive workplace that benefits both employees and the entire school. The purpose of this study is to examine the duties and functions of administrative personnel, specifically their level of awareness on their assigned duties and functions, and their readiness to perform those functions. The duties and functions of administrative personnel are one of the most crucial and difficult tasks. According to Bangalan (2025), administrative officers face difficulties such as work overload, limited resources, limited training opportunities, and communication barriers. Bangalan is closely connected to the current study, which aims to address the issues and propose an action plan to capacitate the Administrative Officers II in performing their duties and functions effectively and efficiently. Bangalan recommends regular capacity-building activities, improved resource allocation, and stronger institutional support to enhance administrative efficiency.

Statement of the Problem

This study aimed to determine the level of awareness and readiness of Administrative Officer II in performing the duties and functions in the Schools Division of Tabaco City, School Year 2025-2026.

Specifically, it sought answers to the following questions.

1. What is the level of awareness and readiness of Administrative Officer II in performing their duties and functions?
2. Is there a significant difference between the level of awareness and readiness of Administrative Officer II in performing their duties and functions?
3. What are the challenges that affect the level of awareness and readiness of Administrative Officer II in performing their duties and functions?
4. What recommendation can be proposed to improve the level of awareness and readiness based on the findings and the conclusions?

CONCEPTUAL FRAMEWORK

This study adopts the Input-Process-Output (IPO) framework of the research that gives a structured approach, which serves as a research guide to studying the level of awareness, level of readiness and challenges that affect the performance of Administrative Officers II in the School Division of Tabaco City. The framework serves as the guide in identifying the necessary inputs, carrying out the appropriate research processes, and attaining the desired outputs of the study. The input section includes the level of awareness and readiness in performing their duties and functions, the significant difference between the level of awareness and readiness of Administrative Officers II in performing their duties and functions, and the challenges that affect the level of awareness and readiness of Administrative Officer II. The process component refers to the procedures undertaken in conducting the study. It begins with securing approval from the Schools Division Superintendent. Data are then gathered through the administration of survey questionnaires using appropriate data collection methods. The collected data are organized, tabulated, analyzed, and interpreted using suitable statistical tools. The process further includes determining the level of awareness and readiness of Administrative Officers II, testing for significant differences based on level of awareness and readiness of Administrative Officers II, and formulating an action plan based on the findings of the study. The output of the study presents the final product, which is the development of a proposed Action Plan aimed at enhancing and developing the awareness and readiness of Administrative Officer II in performing duties and functions. The conceptual paradigm of this study adopts the Input-Process-Output (IPO) framework, which systematically maps out the flow of the elements and procedures essential to achieving the study's goals. Directional arrow connects to each comment, Input, Process, and Output, representing the progression of the information, activities and results. The feedback provides a mechanism for the continuing development of the study to further use the recent educational approaches for Administrative Officer II to continuously improve their duties and functions. The feedback loop was inserted to track the utilization of the output and continuing development of the study to further use so as to achieve the identified goals. The feedback

gathered may serve as a basis for revising, improving, and strengthening future programs, policies, and professional development activities. If necessary adjustments are identified through feedback, appropriate modifications may be made to ensure the effectiveness and sustainability of the action plan.

Research Paradigm

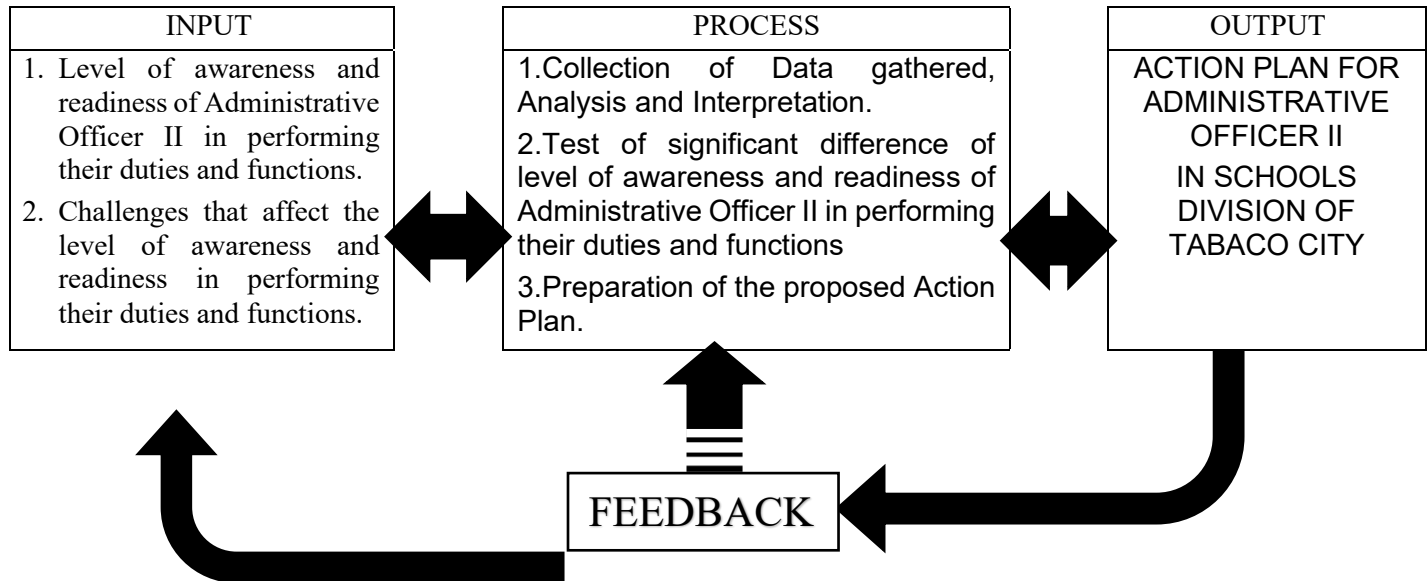


Figure 2. Conceptual Paradigm

Null Hypothesis

There is no significant difference between the level of awareness and level of readiness of Administrative Officer II in performing their duties and functions in Schools Division of Tabaco City.

METHODOLOGY

Research Design

This study employed the descriptive survey method. Deckert and Wilson (2023), describe research as a systematic search for understanding limited to a specific subject, to measure and find the solutions to a felt need problem. They also state that the descriptive survey method includes present facts on current condition about the of the persons. It determined that the objective is to know the existing particular phenomenon. The researcher investigated the level of awareness, level of readiness, duties, functions, and challenges encountered by Administrative Officers II in Schools Division Office of Tabaco City.

Respondents of the Study

The respondents of the study were all public elementary Administrative Officers II, consisting of thirty-three (33) schools in Tabaco City Division. They are the main source of data. The researcher also wants to know the level of awareness and readiness in performing their duties and responsibilities, the significant difference between awareness and readiness in performing their duties and functions, and the challenges that affect the administrative officer II in performing their duties and functions.

Sampling Technique

The study employed purposive sampling. Out of the fifty-one (51) schools in the Schools Division of Tabaco

City, only forty-one (41) public elementary school were included in the study, eight (8) were utilized for the pilot testing of the research instrument and were excluded from the actual survey. The respondents of the study consisted of thirty-three (33) Administrative Officers II who met the inclusion criteria and were actively performing the duties and functions of the position. According to Creswell and Plano Clark (2011) define this method as intentionally selecting participants or groups who are especially knowledgeable about or experienced with a phenomenon of interest. The researcher chose purposive based on the goals of the study. Researcher focused on Administrative Officers II duties and functions to understand the level of awareness and readiness.

Data Gathering Tools

Various tools were employed in gathering the data. Questionnaire is the main tool being used for this study. Additionally, there are 2 parts of questionnaire employed to determine the level of awareness and readiness and a significant difference between the level of awareness and readiness and challenges that affect the level of awareness and readiness of Administrative Officer II in performing their duties and functions.

Ethical Considerations

Prior to the conduct of the study, the researcher secured permission from the Schools Division Office, school heads, and respondents to ensure the proper and ethical implementation of the study. Upon approval, the respondent were informed and clearly explained the purpose, objectives, significance, and procedures of the study. Participation in the study shall be entirely voluntary. The respondents shall be informed that they have the right to decline participation or withdraw from the study at any stage without fear, discrimination, or any adverse consequences. Likewise, the researcher shall ensure that the respondents are not exposed to any form of physical, psychological, emotional, or professional harm throughout the study. The privacy and confidentiality of the respondents shall be strictly protected.

All information collected shall be treated with utmost discretion and shall be used solely for academic and research purposes. To preserve anonymity, the identities of the respondents shall not be disclosed in any report, publication, or presentation resulting from the study. The findings shall be presented accurately to ensure the credibility and reliability of the study. Furthermore, any affiliations, and potential conflicts of interest related to the study shall be properly disclosed. The researcher shall uphold transparency, accountability, and professional responsibility throughout the research process. Finally, all communications and presentations of the findings shall be conducted ethically, honestly, and in accordance with accepted research standards.

Questionnaire

The study employed a quantitative research method. This survey questionnaire consists of two (2) main parts. In every part, there are 10 questionnaires. In the first part of the questionnaire, the researcher used Likert Scale: (5) Very Much, (4) Much, (3) Moderately, (2) Low and (1) Very Low. This study aims to determine the level of awareness and readiness. The weighted mean and rank were used to determine the level of awareness and readiness

Lastly, part two (2) of the questionnaires focuses on the challenges that affect the level of awareness and readiness of Administrative Officer II in performing their duties and functions. The verbal interpretation of the part 2 used a Likert Scale such as (5) Very Much, (4) Much, (3) Moderately, (2) Low and (1) Very Low.

Validation of the questionnaire

The main instrument used in the data gathering is descriptive method. The first draft of the questionnaire was presented to the statistician and suggested to change few details of questionnaires. After several days the statistician approved questionnaires and was printed for the distribution to eight Administrative Officer II for a

dry run. The researcher upon the retrieval of the questionnaires, consultation to adviser for the tools needed to measure the validity of questionnaire. The adviser recommends to use Cronbach Alpha for testing the reliability of the questionnaires.

Statistical Treatment if the Data

The researcher also used several statistical methods such as mean, weighted mean, ranking, and Friedman Test to address several issues on the duties and functions of Administrative Officer II, and significant relationship between level of awareness and readiness. This echoes of findings from studies commonly like those by Ariani & Dalle (2019), which highlight the complexity of administrative roles and the importance of practical experience and continuous development.

Weighted mean

Weighted mean is employed to describe the average of the respondents. an average where some data points contribute more "weight" or importance than others. Unlike a simple average, it multiplies each value by its assigned weight, sums these products, and divides by the total weight.

The formula is:

$$WM = \frac{TWF}{N}$$

Where: WM = weighted mean
TWF = Total weighted frequency
N = number of responses

To easily quantify the weighted mean for each data, the following rating scale was used:

Scale	Weighted Mean Range	Verbal Interpretati
5	4.20 – 5.00	Very Much
4	3.40 – 4.19	Much
3	2.60 – 3.39	Moderately
2	1.80 – 2.59	Low
1	1.00 – 1.79	Very Low

To test the hypothesis that there is a significant difference in the between the level of awareness and level of readiness of Administrative Officer II in performing their duties and functions in Schools Division of Tabaco City.

Friedman Test

Friedman Test is a non-parametric statistical test used to detect differences in treatments across multiple related or matched groups. It serves as the robust, non-parametric alternative to a one-way repeated measures ANOVA, typically used when your data is ordinal or violates the assumption of normal distribution (Jesussek, 2025).

The formula is:

$$F_r = \frac{12}{bk(k+1)} \sum T^2 - 3b(k+1)$$

Where: Fr = Friedman Test

T1 = Lowest Weighted Mean

T2 = Highest Weighted Mean

b = number of rows

k = number of columns

RESULTS AND DISCUSSION

Result of Reliability Analysis

In this section, the researcher used a Cronbach's Alpha to test the consistency of the research questionnaires. Cronbach's Alpha is a statistical measure commonly used to assess how closely related the items in an instrument measuring the same construct. It evaluates whether the questionnaire items consistently reflect the variables being studied. The computed Cronbach's Alpha value served as the basis for determining whether the research instrument was acceptable for data collection and analysis.

Table 1 presents that the results of the reliability analysis using Cronbach's Alpha to test the consistency of the research questionnaires. The findings indicate that the questionnaire produced excellent interpretation. This means the items used in the study are consistent for measuring the intended variables. Specifically, the level of awareness and readiness of Administrative Officer II in performing their duties and functions as interpreted in Cronbach's Alpha is 0.974, which is rated as Excellent.

Table 1. Result of Reliability Analysis

Parts of the Questionnaire	Cronbach's Alpha	Interpretation
Level of awareness and readiness of Administrative Officer II in performing duties and functions	0.974	Excellent
Challenges affect the level of awareness and readiness of Administrative Officer II in performing their duties and functions.	0.900	Excellent

The results indicate that the items within this category demonstrate a high level of internal consistency. This means that the responses provided by the Administrative Officer II are dependable, stable, and consistent across the questionnaire. Likewise, the instrument measuring the challenges that influence the awareness and readiness of Administrative Officer II obtained a Cronbach's Alpha coefficient of 0.900, which is interpreted as excellent reliability. This suggests that the questionnaire is a highly reliable and effective tool for assessing the factors that affect the awareness and readiness of Administrative Officer II in carrying out their duties and responsibilities, particularly when responding to workplace challenges.

Similarly, the challenges impacting the level of awareness and readiness had a Cronbach's alpha of 0.900, also rated as "Excellent." This shows that the items measuring challenges are reliable and effectively capture the factors affecting the respondents' awareness and readiness in carrying out their duties and functions.

Overall, the findings confirm that the research tool used is highly reliable, and suitable for measuring the level of awareness of job responsibility and readiness for job performance.

These findings are supported by Tavakol and Dennick (2011), who stated that a high Cronbach's Alpha indicates strong internal consistency among questionnaire items and demonstrates that the instrument reliably measures a particular construct. Similarly, Taber (2018) emphasized that reliability coefficients above 0.90 signify excellent

reliability, suggesting that the items consistently measure the same concept and can be confidently used for research purposes.

Level of Awareness and Readiness of Administrative Officer II in Performing their Duties and Functions

This section presents the level of awareness and readiness of Administrative Officer II in performing their duties and functions within the Schools Division of Tabaco City. Awareness refers to the extent of knowledge and understanding that administrative personnel have, regarding on their assigned roles, responsibilities, policies, and procedures, while readiness pertains to their preparedness and capability to effectively carry out these functions in actual work situations. Assessing both awareness and readiness is important because these factors directly influence job performance, service delivery, and the overall efficiency of administrative operations within the organization.

Specifically, this section aims to determine the extent to which Administrative Officer II personnel are aware of and prepared to perform their assigned duties and responsibilities as reflected in the data presented in the table. It seeks to identify the administrative tasks that are highly understood as well as those that may require further clarification, guidance, or support. Evaluating these aspects provides valuable insights into the strengths and areas for improvement among administrative personnel, particularly in relation to the effective execution of their functions.

Table 2 presents the level of awareness and readiness of Administrative Officers II in performing the duties and functions. The results shows that the Administrative Officers II are very much aware of their duties and functions on monitoring of compensation and benefits of teachers (4.91), preparation of human resource documents (4.72), general administrative support (4.69), managed property custodianship and supply (4.50), and maintain filing of school records-physical and digital records and assisting in financial and budgetary management (4.34).

Table 2: Level of Awareness and Readiness of Administrative Officers II in performing their duties & functions

INDICATORS	Level of Awareness			Level of Readiness		
	WM	VI	Rank	WM	VI	Rank
Maintain filing of school records (physical and digital).	4.34	VM	5.5	4.03	M	4
Assist in preparation of Human Resource documents.	4.72	VM	2	3.94	M	5
Assist in financial and budgetary management.	4.34	VM	5.5	4.13	M	2.5
Manage property custodianship and supply.	4.50	VM	4	3.75	M	6
Monitor compensation and benefits.	4.91	VM	1	4.13	M	2.5
General administrative support.	4.69	VM	3	4.25	VM	1
Average Weighted Mean	4.58	VM		4.04	M	

Legend: 4.20 - 5.00 = Very Much (VM), 3.40 - 4.19 = Much (M), 2.60 - 3.39=Moderately (MOD), 1.80 - 2.59=Low (L), 1.00 - 1.79 =Very Low (VL)

Over-all, the Administrative officer II are very much aware (4.58) of their duties and functions. Furthermore, that the level of awareness indicates that there are six (6) indicators that has Very Much Aware.

Moreover, the Administrative Officer II are very much ready in performing their duties and functions along general administrative support (4.25), while the much ready along with the monitor the compensation and benefits together with assist in financial and budgetary management (4.13), maintaining the filing of school records (physical and digital) (4.03), assisting in the preparation of Human Resource documents (3.94), and management of property and inventory custodianship and supply (3.75).

Over-all, the Administrative officer II are much ready (4.04) of their duties and functions. The level of readiness, shows that there is only one (1) indicator who has resulted as Very Much Ready and five (5) indicators that has Much Ready of their functions as Administrative Officer II. Indicating that the respondents are generally prepared to perform their assigned duties and functions, although some areas may still require additional support, training, and practical exposure to achieve a very high level of readiness. The findings further suggest that they are adequately prepared to manage the duties and functions entrusted to them and are capable of supporting the efficient implementation of school operations and services.

The findings revealed that Administrative Officers II personnel are very much aware of their duties and functions, particularly in monitoring compensation and benefits, preparing human resource documents, providing administrative support, and managing records and property. The researcher emphasizes that the respondents possess adequate knowledge and understanding of the responsibilities associated with their position. This finding is consistent with the Human Capital Theory by Human Capital Theory is traditionally attributed to Theodore Schultz (1961) and Gary Becker (1964/1975), which explains that education, training, and work experience enhance an individual's knowledge and capabilities, enabling employees to perform their assigned roles effectively. Employees who continuously acquire knowledge and skills tend to demonstrate greater awareness of their duties and organizational responsibilities.

The results further showed that the respondents were generally much ready to perform their duties and functions. This indicates that the Administrative Officer II personnel are capable of translating their knowledge into actual workplace performance but there is slight gap between the awareness and readiness. The finding supports the assertion that training and workshop can contribute significantly to employee competence and job readiness. Tumacole (2024), found that training and development have a strong positive influence on job performance because they enhance employees' competencies and ability to carry out their responsibilities effectively. Likewise, Mustafa and Sadiku (2025) emphasized that continuous training improves employee productivity, job satisfaction, and workplace performance by equipping personnel with the skills necessary to respond to organizational demands.

Moreover, the findings are aligned with the study of Kushartiningsih and Riharjo (2021), which highlighted that employee performance is essential in achieving organizational goals. Their study emphasized that accountability, transparency, and effective supervision positively influence performance outcomes in public organizations. The high levels of awareness and readiness exhibited by the Administrative Officer II personnel imply that they are capable of performing their responsibilities efficiently and contributing to the effective delivery of services within the Schools Division.

Finally, the findings support the view that administrative personnel play a crucial role in the successful operation of educational institutions. Zhu and Prasansaph (2024) stated that administrative staff are key contributors to organizational effectiveness and that the developing managerial and administrative competencies positively affects job performance.

Significant Difference Between the Level of Awareness and Readiness in Performing Their Duties and Functions

This section focused on the significant difference between the level of awareness and readiness of Administrative Officer II in performing their duties and functions in School Division of Tabaco City. Table 3 shows that comparing the weighted mean of the two variables for all six (6) indicators; level of awareness obtained a higher value compared to the level of readiness. It means that for Indicator 1, maintain filing of school records both physical and digital. The level of awareness has a WM of 4.34 (Very Much) greater than 4.03 (Much) for the level of readiness. It means that the respondents are very much aware but much ready only in performing their duties and functions. Since using the Friedman Fr Test for Randomized Block Design, the lowest weighted mean

value is being represented by Rank 1 while the higher value is Rank 2. Thus, for the six (6) indicators, under the Level of Awareness, all Rank 2 and under Level of Readiness Rank 1.

The result presented in Table 3 results presented shows a comparison between the level of awareness and readiness of Administrative Officer II in performing their duties and functions, revealing an important gap between knowledge to job responsibilities and actual preparedness for job performance. The weighted mean indicate that awareness remains consistently high across all indicators, with an overall mean of 4.58, while readiness is slightly lower with an overall mean of 4.04.

Looking closely at the indicators, it indicates that the tasks such as maintaining records, preparing HR documents, and handling financial processes show high awareness but relatively lower in readiness. This implies that Administrative Officer II are very familiar with their duties and functions, but they may experience difficulty when it comes to actual execution, particularly in tasks requiring technical skills, manage property custodianship and supply, assist in preparation of HR related documents.

Table 3: Significant difference in the respondents' level of awareness & readiness in performing their duties and functions

INDICATORS	Level of Awareness		Level of Readiness	
	WM	T1	WM	T2
Maintain filing of school records (physical and digital).	4.34	2	4.03	1
Assist in preparation of Human Resource documents.	4.72	2	3.94	1
Assist in financial and budgetary management.	4.34	2	4.13	1
Manage property custodianship and supply.	4.50	2	3.75	1
Monitor compensation and benefits.	4.91	2	4.13	1
General administrative support.	4.69	2	4.25	1
Total Average Mean	4.58	12	4.04	6
FR= 6 > 3.841; Significant				

The level of awareness and the level of readiness has been tested if there is a significant difference using the Friedman Test. This shows that the rank of level of readiness is lower compound to the rank in the level of awareness. The computed value of Fr is equal to six (6) is larger than the tabular value of 3.841 at 0.05 level of significance with one degree of freedom, the null hypothesis is rejected in favor of the research hypothesis that there is a significant difference in the level of awareness and the level of readiness. Refers to Annex C.

The findings reveal that Administrative Officers II are highly aware of their duties and functions, but their ability to perform these duties effectively varies depending on their level of preparedness, training, and confidence. It emphasized on the job performance of Administrative Officer II that it can be improves when they are able to process, apply, and adapt the knowledge in real work, not just acquiring it. According to Inthavong at al. (2023), they explained that success depends on how employee digest knowledge into action. While, Pedraia et al. (2025), emphasized the continuous learning and feedbacking mechanism that can be a tool or a way to improve their performance pertaining to their duties and functions of Administrative Officers II. These studies align with the current result and findings of the study. Which the Administrative Officer II demonstrates high awareness but varying readiness indicates the needs of more applied learning and practical exposure.

From the perspective of Human Capital Theory, the results can be explained by the idea that knowledge alone is not sufficient; it must be supported by skills development, practical workshop and training to enhance productivity. Administrative Officer II appear to have gained the necessary knowledge of their duties and functions, but their readiness depends on continuous capacity-building efforts of the Schools Division of Tabaco City.

Challenges that Affect the Levels of Awareness and Level of Readiness in Performing their Duties and Functions

This section focuses on evaluating the common challenges encountered by Administrative Officer II personnel in implementing school programs and carrying out their administrative responsibilities. In the performance of their duties, these personnel face various obstacles such as limited of cooperation among others, limited professional development opportunities, limited manpower, timeliness of submission of rereports and liquidation, limited of training on disposal procedures.and Insufficient funds. This indicator showed in the table was based on the challenges mentioned and evaluated by Endriga (2024), Hilario (2026), and Bangalan (2025). These challenges mentioned by previous studies has relevant connection to the present study which this challenge may affect their efficiency and effectiveness in delivering administrative services and supporting the achievement of school goals and objectives. Understanding these challenges is important because they can influence how Administrative Officer II personnel perform their tasks and adapt to the changing demands of the educational environment.

Table 4 presents the challenges that affect levels of awareness and level of readiness in performing their duties and functions. Results show that the Administrative Officer II are much challenge along limited cooperation among others (4.13), limited professional development opportunities. (3.72), limited training on disposal procedures (3.59), timeliness of submission of reports and liquidation (3.56), limited manpower (3.25), and insufficient funds (2.78).

Table 4: Challenges that Affect Levels of Awareness and Level of Readiness in Performing their Duties and Functions.

INDICATORS	WM	Rank	Remarks
Limited cooperation among others.	4.13	1	M
Limited Professional Development Opportunities	3.72	2	M
Limited manpower	3.25	5	MOD
Timeliness of submission of reports and liquidation.	3.56	4	M
Limited training on disposal procedures.	3.59	3	M
Insufficient funds	2.78	6	MOD
Average of Weighted Mean	3.50		M

Legend: 4.20 - 5.00 = Very Much (VM), 3.40 - 4.19 = Much (M), 2.60 - 3.39=Moderately (MOD), 1.80 - 2.59=Low (L), 1.00 - 1.79 =Very Low (VL)

The findings indicate that Administrative Officers II face challenges that may affect their awareness and readiness in performing their duties and functions. The primary challenges include limited cooperation among personnel, limited professional development opportunities, insufficient training on disposal procedures, delays in report and liquidation submissions, limited manpower, difficulties in implementing new procurement policies, and insufficient funds. These challenges suggest the need for improved collaboration, continuous training, adequate staffing, and sufficient resources to enhance their effectiveness and preparedness in carrying out their responsibilities. Furthermore, the indicator six (6), explains that UNESCO emphasizes the educational finance has a major barrier in achieving quality education. The organization emphasized the insufficient funding in educational opportunities which limits schools' ability to provide inclusive and effective learning environments.

Over-all, the Administrative Officer II are much challenge (3.50) in performing their duties and functions. This indicates that they much challenge to perform their duties and functions, which the challenges are present and but they are not extreme.

This finding supported by Job Demand-resources (JD-R) Model, which explains that when job demand is high and resources are limited, employees tend to experience strain and reduced performance (Yingwu Li, et al, 2025).

Kamal Bahrain, Sakrani, and Maidin (2023), emphasized that effective communication and collaboration are vital in ensuring organizational efficiency and employee productivity. According to the authors, communication barriers often lead to misunderstandings, delays in the completion of tasks, and difficulties in coordinating with colleagues, which may negatively affect employee performance. In educational institutions, the absence of proper coordination and teamwork can hinder the successful implementation of programs and administrative functions. This supports the findings of the present study, which revealed that the limited coordination and collaboration with others was among the most common challenges encountered by Administrative Officer II personnel in performing their duties and functions.

In addition, Pal and Chandra (2025) highlighted the importance of training and professional development in enhancing employee competence, productivity, and job performance. The authors explained that continuous training opportunities help employees acquire new knowledge and skills, adapt to changing workplace demands, and become more effective in carrying out their responsibilities. Conversely, limited access to professional development programs may restrict employees' growth and affect their readiness to perform assigned tasks. This finding is consistent with the results of the present study, which identified limited professional development opportunities and limited training as challenges affecting the awareness and readiness of Administrative Officer II personnel in the performing their duties and functions.

DISCUSSION

The findings indicate that Administrative Officer II personnel possess a very high level of awareness regarding their duties and functions. This suggests that they have adequate knowledge and understanding of their responsibilities, which supports Human Capital Theory which emphasizes the importance of education, training, and experience in enhancing employee competence. Although awareness was found to be very high, readiness was comparatively lower. The significant difference between awareness and readiness suggests that knowledge alone does not automatically translate into effective job performance. Readiness requires practical experience, confidence, continuous mentoring, and opportunities to apply acquired knowledge in actual work situations. This finding supports Self-Efficacy Theory and Transfer of Learning Theory, which emphasize the role of confidence and practical application in performance outcomes. The identified challenges, particularly limited cooperation, inadequate professional development opportunities, and insufficient training, may contribute to the gap between awareness and readiness. These results imply the need for organizational support mechanisms that strengthen collaboration, capacity-building, and continuous professional learning among Administrative Officer II personnel. Overall, the study concludes that while Administrative Officer II personnel are highly knowledgeable about their duties and responsibilities, continuous training, mentoring, coaching, and institutional support are necessary to enhance their readiness and improve actual job performance. The proposed action plan may serve as a strategic intervention to address identified gaps and challenges.

RECOMMENDATIONS

Based on the conclusions of the study, several recommendations are proposed. The Schools Division of Tabaco City should implement continuous professional development and skills training programs for Administrative Officers II to enhance their competencies in performing their duties and functions. Regular seminars, workshops, coaching, mentoring sessions, and other capacity-building activities focusing on procurement, financial management, records management, physical inventory, and disposal of supplies should be conducted to strengthen their awareness, readiness, job performance and effectiveness in school. Furthermore, the Schools Division should establish a comprehensive mentoring, coaching, and performance feedback scheme to bridge the gap between awareness and readiness. Cluster supervisors are encouraged to provide technical assistance,

mentoring, and coaching to Administrative Officers II to improve their competencies, strengthen their performance, social efficacy, oversee the implementation functions, and ensure the effective implementation of their duties and functions. Additionally, the Schools Division of Tabaco City should foster an organizational that support learning growth and development by strengthening organizational support for Administrative Officer II to address the challenges. This may include hiring additional personnel, ensuring sustainable funding, and providing the necessary supplies, equipment, and resources to address workplace challenges and improve overall performance. The findings suggest that although Administrative Officers II encounter various challenges in fulfilling their roles, these can be effectively managed through enhanced collaboration, support systems, and capacity-building initiatives. Finally, the adoption and implementation of the proposed action plan are highly recommended to address issues related to readiness and workplace challenges, as it serves as the primary output of the study and provides strategic interventions for improving the performance and effectiveness of Administrative Officers II.

ACKNOWLEDGEMENT

This study would benefit the following:

Administrative Officer II. The main focus of the study. The source of the main sources of the data.

Tabaco City Division Office. This study will give recommendation and insights to strengthens and to know the potential gaps within their Administrative Officers II.

Schools. School is beneficiary of the research whatever the administrative officer II gain from the empowerment program is plowed back to the schools itself.

School Heads. This study will help school heads to further understand what method of support they can give to their AO II.

Learners. This study ensure that the administrative officers supports learners and to focused solemnly on classroom engagement without disturbance of class.

Teachers. This study aims to know the hindering factors that affects the needs of the teachers. This research focus to help improve the working relationship and support system between teachers and administrative staff.

Future Researchers. The study and the data gathered may serve as a reference for the future studies with same ideas and content.

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ANNEX C

Friedman Test Computation

Formula:

$$F_r = \frac{12}{bk(k+1)} \sum T_j^2 - 3b(k+1)$$

Where:

k = number of columns

k = 2

b = number of rows

b = 6

Given:

T₁ = 6

T₂ = 12

Solution:

$$Fr = \frac{12}{6(2)(2+1)} [(12)^2 + (6)^2] - 3(6)(2+1)$$

$$Fr = \frac{12}{36} (180) - 3(6)(3)$$

$$Fr = 60 - 54$$

$$Fr = 6$$

Level of Significance:

$$\alpha = 0.05$$

$$df = k - 1 = 2 - 1 = 1$$

$$\chi_{0.05,1}^2 = 3.841$$

Decision Rule:

$$Fr = 6 > 3.841$$